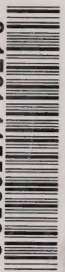



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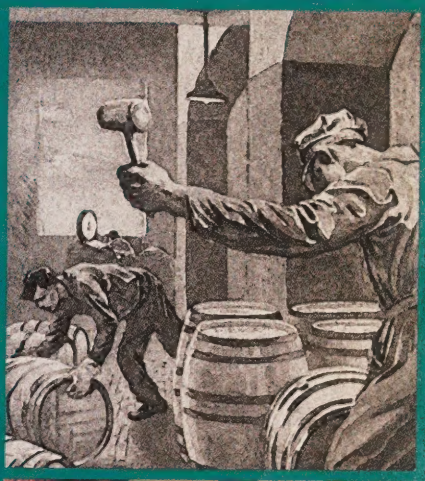
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**Spring
2000**

Vol. 3, No. 1

- Collective Bargaining Forecast – 2000
- Organization in Working Time
- New Compensation Practices
- Effects of the Act Respecting Prescription Drug Insurance on the Management of Employers' Group Insurance Plans in Québec



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*The content of this publication has been prepared by members of
the Social Science Employees Association and the Public Service
Alliance of Canada.*

AT A GLANCE

The *Workplace Gazette* presents a wide range of information and analysis to meet the ever-changing needs of the industrial relations community. Its purpose is to provide a sound base for research in support of the bargaining process.

The *Workplace Gazette* includes information and analysis on wage adjustments, collective agreement provisions, innovative workplace practices, work stoppages, upcoming key negotiations and other related topics.

In this first issue of the new millennium and in celebrating 100 years of labour, special articles, clips and reproductions will be used to reflect upon the challenges and opportunities faced by business, labour and governments.

Section 1

Section 1 provides 1999 annual and fourth quarter data on wage adjustments in major collective agreements, current and historical, by public and private sectors, by region, by jurisdiction and by major industry. Highlights from our annual Collective Bargaining Forecast are also presented.

Section 2

Section 2 offers information on major collective agreement expiries and reopens for April, May and June 2000. Also included is an analysis of the organization of working time. Provisions dealing with job sharing, flexible hours and overtime, the right to refuse overtime and compensatory leave are compared over a 10-year period, 1988 to 1998.

Information on work stoppages includes a chronological perspective, an annual overview for 1999 and for the fourth quarter. Information on union membership in Canada is updated. Tables describe membership changes in the largest labour organizations, data on national and international unions and information on labour affiliations are provided.

Section 3

Section 3 summarizes innovative practices in the workplace resulting from collective bargaining and offers a number of case studies and articles. Case studies include a fragile partnership in the Kénogami paper mill and the work reorganization plan in the wastewater treatment plant in the Montréal Urban Community. New compensation practices were developed for the newly created Entourage company and a prior learning assessment approach is described by the Bristol Technical Training Project.

One article describes the effect of a public prescription drug insurance program on the management of employers' group insurance plans in Quebec. Highlights from the recently tabled 1999 Employment Equity Act Annual Report are provided and an article on trends in workplace innovations over the past five years provides examples of contract language from selected bargaining summaries.

Recent changes in *Canadian Labour Laws* focus on adopted bills, regulations and other statutory instruments.

Yesterday and Today describes initial labour-management committees established 50 years ago, threats and opportunities and conditions for success. Moving towards the present, it is interesting to note that labour-management committees exist in approximately half of collective agreements and, in conjunction with the workplace innovations article, it is possible to describe stages of cooperation within bargaining units.

MESSAGE FROM THE MINISTER



*The Honourable
Claudette Bradshaw,
Minister of Labour*

As this year marks the 100th anniversary of the Labour Program, it is fitting to look back and celebrate the developments and milestones that have shaped its course since the beginning. It is also a good time to think about where we are today and about our goals for the future. In all four issues this year, readers will be treated to some fascinating labour history.

The *Workplace Gazette* is a direct descendant of the *Labour Gazette*, the periodical that was created as a result of the *Conciliation Act* of 1900 — the same Act under which the government of Sir Wilfrid Laurier established the Department of Labour. The Department was created in response to the economic and social changes taking place in Canada at that time. Looking back, we can see how the face of labour relations has evolved over the last century, and how the Labour Program has evolved with it.

While many changes have occurred, certain core beliefs that directed federal labour policy in the Department's early years still serve as guiding principles for the Labour Program today. For example, conveying accurate and timely information is a necessary condition for productive labour relations. I know that our commitment to this principle is still much appreciated by our clients.

A second core belief, expressed by Canada's first Labour Minister, Mackenzie King, is that conciliation is preferable to compulsory arbitration in resolving labour-management disputes. Conciliation has been a hallmark of Canadian labour legislation ever since.

A third belief is that government has a definite role to play in the workplace. The Labour Program has always recognized that it has a right and a duty to establish appropriate ground rules and standards, and to work to maintain stability in Canadian industrial relations.

Changes in the workplace in recent years meant that the *Canada Labour Code*, the core of Canadian labour legislation, needed to be modernized. This process started with amendments to Part I of the *Code* governing industrial relations. These changes, which took effect in January 1999, led to improvements in the administration of the *Code* and to the collective bargaining process for federally-regulated industries.

Last October, following lengthy and intensive discussions with our workplace partners, I introduced in Parliament important changes to Part II, the section of the *Code* that deals with occupational safety and health. These amendments provide increased protection for workers and promote greater cooperation on safety and health. Later this year, I hope to introduce amendments to Part III, to bring parental leave provisions in line with extended benefits under the Employment Insurance Program, as outlined in the Speech from the Throne. In today's world, balancing responsibilities at work and at home is difficult for many workers. It is in everyone's interests that Canadian workplaces help employees to achieve this balance. I am very happy that in all four issues this year, the *Workplace Gazette* will include articles on the family-friendly workplace.

Ongoing commitments of the Labour Program include active participation in North American Occupational Safety and Health Week and Fire Prevention Week. Both of these campaigns help to focus public attention on reducing the tragedies of injury and death caused by fire and workplace accidents.

On the international front, a key priority is to bring about Canadian ratification of the International Labour Organization Convention on the Elimination of the Worst Forms of Child Labour. The federal-provincial-territorial meeting of Labour ministers this past February reached agreement in principle to support Canadian ratification. As a result, Canada should be among the first countries in the world to ratify this Convention.

The Honourable Mackenzie King had expressed the hope that the *Conciliation Act* and the new department it created would be a positive force in the country. I believe his hope has been realized. The Labour Program has accomplished a great deal for Canadian workers in the federal jurisdiction, and for Canadian society as a whole. With clear objectives, dedicated, hard-working employees and a consensus approach to decision-making, we will continue to make important contributions well into the future.

I hope that in the years to come, the *Workplace Gazette* will continue to inform, enlighten, critique, and recognize the achievements and successes of the industrial relations community.

A handwritten signature in dark ink, reading "Claudette Bradshaw". The signature is fluid and cursive, with the first name "Claudette" written in a larger, more prominent script than the last name "Bradshaw".

Claudette Bradshaw,
Minister of Labour

Labour Program – “Celebrating 100 Years of Working Together”

The Labour Program celebrates 100 years of service to Canadians in the year 2000. Throughout its history, the program has been dedicated to promoting and protecting the well being and rights of employers and workers.

For most of the last century, the Labour Program was an independent federal department known initially as the Department of Labour, and later as Labour Canada. In 1993, Labour Canada and parts of a number of other departments merged to form Human Resources Development Canada.

Created by the *Conciliation Act* of 1900, the Department of Labour gathered and disseminated various labour statistics through its flagship publication, the *Labour Gazette*. The department also helped workers, unions and employers settle labour disputes, and secured fair wages and better working conditions on public work sites. The first Deputy Minister and Minister of Labour was William Lyon Mackenzie King.

By the 1940s, the Department of Labour was influencing the lives of thousands of Canadians through its involvement in federal-provincial shared-cost programs for employment services, technical education, old age pensions and unemployment relief. In addition, the department was involved in combines investigation, vocational education, government annuity programs and fair wage laws on federal public works projects.

During World War II, the Department of Labour was responsible to “direct civilian labour supply in order to meet the requirements of war and essential services”. After the war, the department continued meeting its responsibilities for labour relations, employment, and workforce planning at the federal level.

In 1966, the Department of Manpower and Immigration was created and manpower planning and employment services, as well as the Unemployment Insurance Commission, were transferred from the Department of Labour to the new department.

While continuing to administer the *Canada Labour Code*, Part I (Industrial Relations), Part II (Occupational Safety and Health) and Part III

(Employment Standards), and the *Fair Wages and Hours of Labour Act*, the Department of Labour has responded to the ever changing fabric of Canadian society. Over the years, the Minister of Labour has become responsible for administering many other acts and regulations including the *Employment Equity Act*, the *Non-smokers’ Health Act*, the *Government Employees Compensation Act*, the *Merchant Seamen Compensation Act*, the *Penitentiary Inmates Accident Compensation Regulations* and the *Status of the Artist Act*.

The department has been involved in many important areas throughout the years. Regarding women’s issues, the Women’s Bureau was created in 1954 and on the international front, the department has a long history of involvement with the International Labour Organization. In the 1990s, with the signing of the North American Agreement on Labour Cooperation, the Labour Program expanded its international efforts in support of the well being of workers. In 1998, the Minister of Labour attended the Inter-American Conference of Ministers of Labour, the first time that a Canadian Minister of Labour had ever attended.

As the 21st century dawns, the Labour Program continues its proud tradition of service to Canadians. At home we support our clients in their efforts to meet the challenges of globalization and the changing workplace, and with our international partners we continue to promote the rights and well being of all workers.

We’ve come a long way in 100 years and look forward to the challenges of the new millennium.

Major Milestones

- 1900** Department of Labour established under the *Conciliation Act*. William Lyon Mackenzie King named first Deputy Minister and first issue of *Labour Gazette* published in September.
- 1908** Under the *Government Annuities Act*, the Department of Labour administers plan to help individual Canadians provide for their old age.

- 1909** *Labour Department Act* creates separate Labour Portfolio. William Lyon Mackenzie King sworn in as first Minister of Labour.
- 1911** First issue of the *Directory of Labour Organizations in Canada*.
- 1918** Under the *Employment Services Co-ordination Act*, the first employment offices are established under the Department of Labour.
- 1919** International Labour Organization established and Canada is a founding member.
- 1930** *Fair Wages and Eight-Hour Day Act* called for fair wages and an eight-hour working day for workers in the federal jurisdiction. Later, eight-hour day also established for government employees.
- 1940** New Unemployment Insurance Commission comes under the direction of the Department of Labour.
- 1944** Passage of PC. 1003 (War-time Labour Relations Regulations) which imposed a legal obligation upon the employer and the employees' bargaining agent to negotiate with each other in good faith.
- 1948** *Industrial Relations and Disputes Investigation Act*. Collective bargaining rights firmly established in law. Workers protected against intimidation during union drives. Canada Labour Relations Board established.
- 1951** Responsibility for the *Government Employees Compensation Act* passes from the Minister of Transport to the Minister of Labour.
- 1953** Department of Labour becomes responsible for the administration of the *Merchant Seamen Compensation Act* which ensured that employers fairly compensated seamen that were injured during the course of their duties.
- 1954** Establishment of the Women's Bureau to promote and advance opportunities for women in the workforce.
- 1965** *Canada Labour (Standards) Code* establishes minimum standards for hours of work, wages, annual vacations with pay, and statutory holidays with pay for workers in the federal jurisdiction.
- 1966** Department of Manpower and Immigration formed. Employment-related programs and services move from the Department of Labour to the new department.
- 1966** *Canada Labour (Safety) Code* passed. Codifies laws and regulations regarding safety standards for workers in the federal jurisdiction. Also, first issue of the Collective Bargaining Review published in December.
- 1967** The *Industrial Relations and Disputes Investigation Act* was consolidated with other labour statutes as the *Canada Labour Code*.
- 1978** Canadian Centre for Occupational Health and Safety formed.
- 1986** Joint employer-employee safety and health committees in the workplace required under the *Canada Labour Code*. Employment Equity Act passed.
- 1994** North American Agreement on Labour Cooperation between Canada, the United States and Mexico comes into force. Commits countries to protecting high labour standards and effectively enforcing their own labour laws.
- 1997** Canada-Chile Agreement on Labour Cooperation comes into effect. First annual North American Occupational Safety and Health Week held.
- 1998** Part I (Industrial Relations) of the *Canada Labour Code* amended to improve collective bargaining process for federally regulated industries. Abroad, Federal Minister of Labour participates, for the first time, in the Inter-American Conference of Ministers of Labour.
- 1999** Reinstatement of fair wage schedules.

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SECTION 1

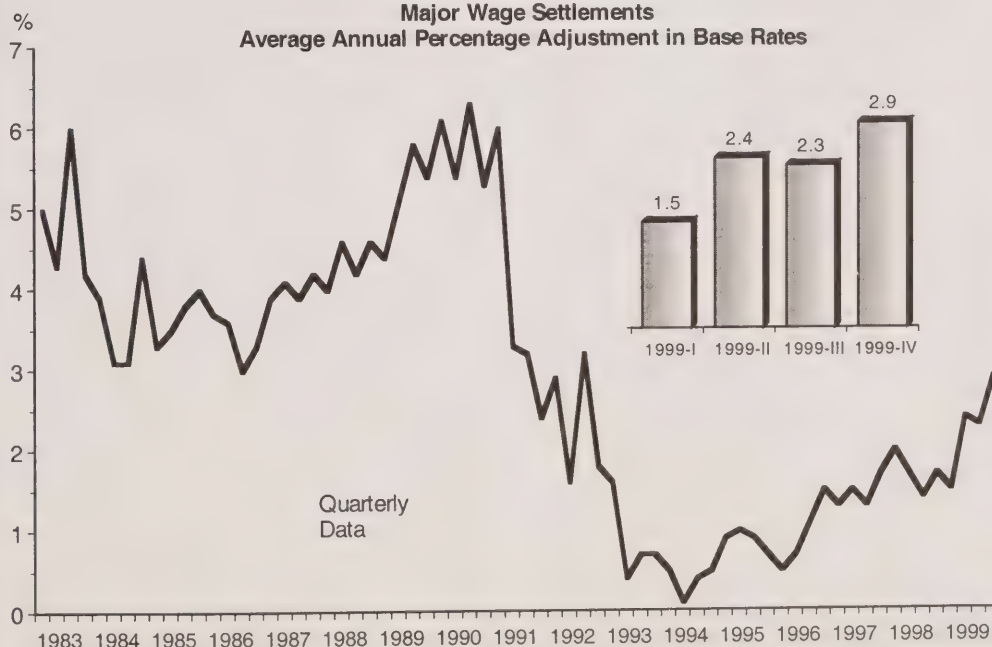
MAJOR WAGE SETTLEMENTS* – ANNUAL AND FOURTH QUARTER 1999

Annual Summary

- Annual base rate wage adjustments averaged 2.2 per cent, an increase from 1.6 per cent in 1998
- Average contract duration averaged 36.4 months in 1999; the longest in any year since the wage-settlements series commenced in 1978
- Public sector wage adjustments averaged 1.9 per cent, an increase from 1.6 per cent in 1998
- Private sector wage adjustments averaged 2.6 per cent, an increase from 1.8 per cent in 1998
- Two settlements in all settlements were subject to a roll back covering 0.3 per cent of all employees; 22 settlements were subject to a wage freeze covering 3.2 per cent of all employees
- Wage adjustments were highest in the Prairie Provinces averaging 3.1 per cent; wage adjustments were lowest in British Columbia averaging 0.8 per cent
- Quarterly average wage adjustments were as follows: first, 1.5 per cent; second, 2.4 per cent; third, 2.3 per cent and fourth, 2.9 per cent

Chart A

Major Wage Settlements
Average Annual Percentage Adjustment in Base Rates



Source: Workplace Information Directorate

* Major settlements are those involving bargaining units of 500 or more employees. All wage rate adjustments over the term of these agreements, including those arising from cost-of-living clauses (COLA), are taken into account. The yield of such COLA clauses is estimated on an assumed 2.0 per cent annual increase in the Consumer Price Index.

Overview

Major collective bargaining settlements reached in the year 1999 provided base-rate wage adjustments averaging 2.2 per cent annually over the contract-term, an increase from the 1.6 per cent average for the year 1998.

The results for 1999 are based on a review of the 361 settlements reached during the year, and cover 797,630 employees. This represents the lowest number of settlements reached in any year since the wage-settlements series commenced in 1978, and the second-lowest employee coverage (after 1997's 695,390 employees in 381 agreements).

The average wage adjustment in 1999 was above the average in contracts they replaced. When the parties to these 1999 settlements last negotiated – with contract-duration averaging approximately 33 months – the resulting wage adjustments averaged 1.3 per cent, compared to the 2.2 per cent in their 1999 contracts.

The below-average coverage since the mid-nineteen-nineties is partly explained by the increase in contracts of longer duration in this period. Contract-duration averaged 36.4 months in 1999, the longest in any year since the wage-settlements series commenced in 1978 (when the average was 18.9 months), and twice the 18.2 months average for contracts signed in 1991. While longer-duration contracts have occurred in both sectors since 1995, private-sector settlements have been of longer average duration than those in the public sector throughout the nineteen-nineties.

Long-duration contracts were particularly evident in 1999 in the Primary, Manufacturing, Transportation, Communications and Other Utilities sectors, with average durations of 46.3, 40.5 and 41.4 months respectively.

Since troughing in 1994 at an average of 0.3 per cent, the overall size of wage adjustments has trended upwards (though unsteadily); however, the 2.2 per cent gain in 1999 remains well below the most recent annual peak of 5.6 per cent in 1990. Also, since 1994, only in 1998 and 1999, have average wage adjustments been above the year-over-year rise in the Consumer Price Index (CPI). For the year 1999, the CPI was 1.7 per cent above its level in 1998, compared to the 2.2 per cent average wage adjustment from settlements reached in 1999.

Distribution by Size of Wage Adjustments

The decline in the incidence of wage freezes and wage cuts since 1993 continued into 1999. In 1999, 27,690 employees in 24 settlements (3.5 per cent of all employees in the year's 354 settlements) were subject to wage freezes and rollbacks, compared to 82,800 employees in 50 settlements (9.1 per cent of all employees in 396 settlements) in 1998. In contrast, 926,700 employees in 237 settlements reached in 1993 were subject to wage freezes and wage cuts, constituting 65.6 per cent of all employees in the 518 settlements reached in that year. Since that year, the declining incidence of wage freezes and wage rollbacks continued as follows: 1994, 62.2 per cent of all employees; 1995, 24.8 per cent; 1996, 35.0 per cent; 1997, 18.8 per cent; 1998, 9.1 per cent and 1999, 3.5 per cent.

In the earlier period (1993-1996), the public sector accounted for a proportionately larger number of employees with wage freezes and wage cuts. In 1997 and 1998, that pattern was reversed, but returned in 1999, with 21,040 employees (4.3 per cent of public-sector employees in 17 of the 206 public-sector settlements in the year), subject to wage freezes or cuts. In the private sector, 6,650 employees (2.3 per cent of employees in 7 of the 148 private-sector settlements reached in the year) were subject to wage freezes and rollbacks.

In addition to a lesser proportion of employees with wage freezes and rollbacks, the 1999 distribution of wage-settlements shows a larger proportion of public-sector employees with wage increases at the lower end. Slightly over a half (53.8 per cent or 268,340) of all public-sector employees received wage increases in the under 2.0 per cent range, compared to slightly over one-third (37.6 per cent or 112,740 employees) in the private sector. For both sectors combined, 381,080 employees or 47.8 per cent of all employees received wage increases in the under 2.0 per cent range.

For 178,720 public-sector employees, 35.9 per cent of all employees in that sector in 1999 settlements, wage increases fell in the 2.0 to 3.9 per cent range, compared to 99,090 employees or 33.1 per cent of private-sector employees. For both sectors, 277,810 employees, 34.8 per cent of all employees in settlements reached in 1999, fell within this range.

Table 1**Distribution of Agreements and Employees
by Size of Wage Adjustments – 1999**

| <u>Adjustment Range</u> | <u>Agreements</u> | | <u>Employees</u> | |
|-------------------------|-------------------|-------------------|------------------|-------------------|
| | <u>Number</u> | <u>Percentage</u> | <u>Number</u> | <u>Percentage</u> |
| less than 0% | 2 | 0.6 | 2,100 | 0.3 |
| 0% | 22 | 6.2 | 25,590 | 3.2 |
| >0.0% to 0.9% | 32 | 9.0 | 101,970 | 12.8 |
| 1.0% to 1.9% | 105 | 29.7 | 279,110 | 35.0 |
| 2.0% to 2.9% | 113 | 31.9 | 190,230 | 23.8 |
| 3.0% to 3.9% | 45 | 12.7 | 87,580 | 11.0 |
| 4.0% to 4.9% | 24 | 6.8 | 89,200 | 11.2 |
| 5.0% to 5.9% | 3 | 0.8 | 1,850 | 0.2 |
| 6.0% to 6.9% | 5 | 1.4 | 16,100 | 2.0 |
| 7.0% and more | 3 | 0.8 | 3,900 | 0.5 |
| ALL LEVELS | 354 | 100.0 | 797,630 | 100.0 |

Source: Workplace Information Directorate

At the upper end of the wage-gain scale, 80,840 private-sector employees or 26.9 per cent received wage increases of 4.0 per cent or more in 1999, compared to 30,210 public-sector employees or 6.0 per cent. Combined, 111,050 employees or 13.9 per cent of all employees received wage gains of 4.0 per cent or more in 1999.

Public and Private Sectors

Since 1991, average annual wage adjustments in the private sector have been above those in the public sector; (also, private-sector wage adjustments have been generally larger than the rate of CPI increases since the mid nineteen-nineties). In 1999, wage adjustments averaged 1.9 per cent for 498,310 employees in 206 settlements in the public sector; in the private sector wage adjustments averaged 2.6 per cent for 299,320 employees in 148 settlements. In the public sector, this represents an increase from 1.6 per cent in 1998, and in the private sector an increase from 1.8 per cent.

The following table provides a short-term perspective on wage gains from major collective bargaining settlements in major sectors, in relation to increases in the CPI; in three of the years since 1993 (1994, 1998 and 1999), wage gains have been above CPI increases.

Wage Adjustments by Region/Jurisdiction

On a regional/jurisdictional basis, average wage adjustments were largest in the Prairie Provinces with 143,290 employees receiving an average of 3.1 per cent: 122,130 public-sector employees at 2.9 per cent, and 21,110 in the private-sector at 3.9 per cent. Wage adjustments in the Prairie Provinces were led by settlements in Alberta for 61,100 employees at an average of 4.0 per cent, comprising 47,990 public-sector employees at 3.8 per cent, and 13,110 private-sector employees at 5.1 per cent. The Alberta public sector included 18,350 health-care employees (mostly nurses), with wage increases of 4.9 per cent; 9,550 Alberta private-sector construction employees gained increases averaging 6.0 per cent. In Saskatchewan, wage adjustments averaged 2.2 per cent for 44,430 employees; the vast majority (40,030) were public-sector employees at an average of 2.3 per cent, while for 4,400 private-sector employees, wage adjustments averaged 0.9 per cent. For 37,760 employees in Manitoba, wage adjustments averaged 2.5 per cent; 34,160 public-sector employees received an average wage gain of 2.5 per cent, and 3,600 private-sector employees, 3.1 per cent.

Table 2

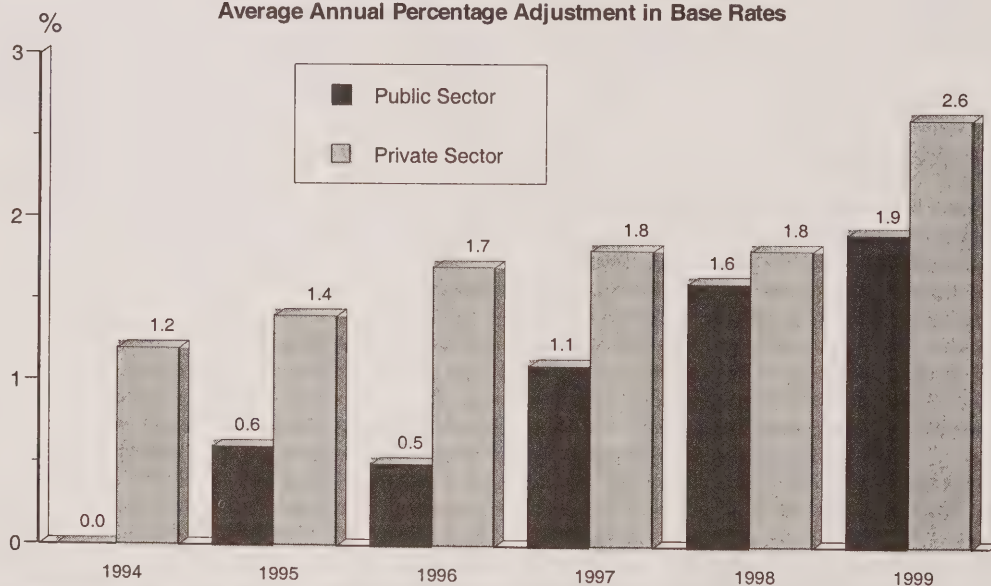
Wage Adjustments (%) and Increases in the Consumer Price Index (%)

| | <u>1993</u> | <u>1994</u> | <u>1995</u> | <u>1996</u> | <u>1997</u> | <u>1998</u> | <u>1999</u> |
|--------------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| The Consumer Price Index | 1.8 | 0.2 | 2.2 | 1.6 | 1.6 | 0.9 | 1.7 |
| <u>Wage Adjustments</u> | | | | | | | |
| All Industries | 0.7 | 0.3 | 0.9 | 0.9 | 1.5 | 1.6 | 2.2 |
| Public Sector | 0.6 | 0.0 | 0.6 | 0.5 | 1.1 | 1.6 | 1.9 |
| Private Sector | 0.8 | 1.2 | 1.4 | 1.7 | 1.8 | 1.8 | 2.6 |
| Manufacturing Sector | 1.8 | 2.0 | 2.2 | 2.8 | 2.3 | 1.4 | 3.2 |

Source: Workplace Information Directorate

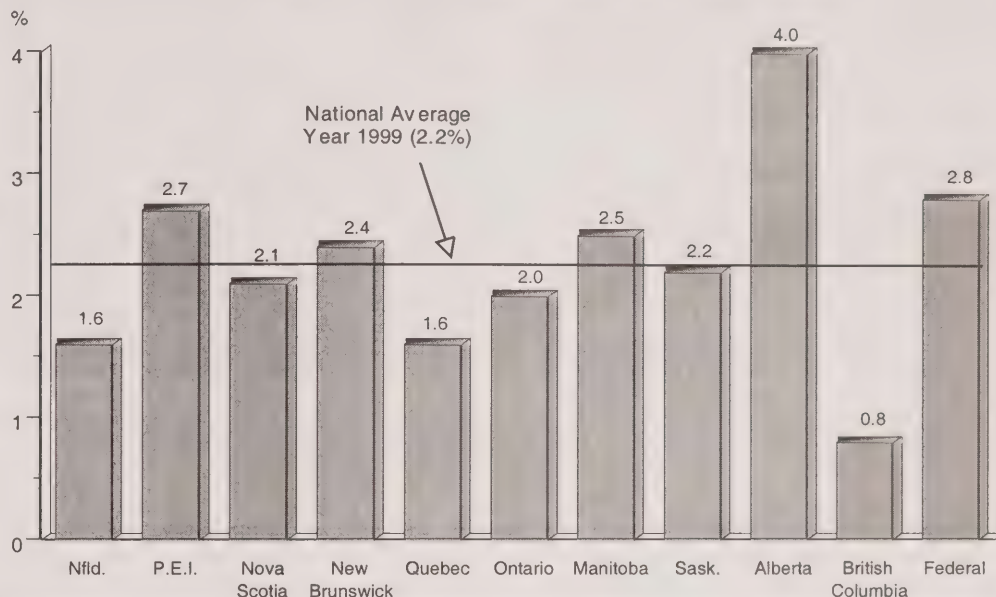
Chart B

**Major Wage Settlements – Public and Private Sectors
Average Annual Percentage Adjustment in Base Rates**



Source: Workplace Information Directorate

Chart C
Major Wage Settlements by Jurisdiction
Average Annual Percentage Adjustment in Base Rates



Source: Workplace Information Directorate

Wage adjustments averaged 2.8 per cent for approximately 143,930 employees in the Federal jurisdiction in 1999. For approximately 53,200 Federal Government employees (under the *Public Service Staff Relations Act*), wage gains averaged 2.9 per cent while approximately 90,700 employees under the *Canada Labour Code* received wage adjustments averaging 2.7 per cent.

The largest concentration of employees in 1999's settlements was in Ontario, with 303,690 employees receiving wage adjustments averaging 2.0 per cent. For 203,210 public-sector employees, wage adjustments averaged 1.5 per cent, while in the private sector, 100,480 employees received an average of 3.2 per cent. Within the private sector in Ontario, 71,640 manufacturing-sector employees gained wage increases averaging 3.6 per cent including 43,440 employees of the "Big Three" auto manufacturers with average gains of 4.5 per cent.

Wage adjustments for 19,390 employees in Atlantic Canada in 1999 averaged 2.0 per cent, with 10,720 public-sector employees receiving an average of

1.8 per cent and 8,670 private-sector employees, an average of 2.2 per cent. They were led by Prince Edward Island's 2,180 employees with wage gains averaging 2.7 per cent, followed by 4,260 employees in New Brunswick at 2.4 per cent, 3,270 employees in Nova Scotia at 2.1 per cent, and Newfoundland with the largest concentration of employees in Atlantic Canada, 9,680 with an average adjustment of 1.6 per cent.

In Quebec, 113,670 employees received wage adjustments averaging 1.6 per cent in 1999. For 87,910 private-sector employees in the province, wage adjustments averaged 1.5 per cent, while 25,760 public-sector employees received an average 1.7 per cent.

The lowest average adjustment from settlements reached in 1999 was in British Columbia, where 71,460 employees received wage adjustments averaging 0.8 per cent. For 57,120 public-sector employees, wage adjustments averaged 0.6 per cent (including 36,100 health-care employees at 0.7 per cent), while in the private sector, 14,340 employees received wage adjustments averaging 1.4 per cent.

Wage Adjustments by Industry

On an industry basis, the largest average wage adjustment in 1999 was in the Manufacturing sector, with 102,580 employees receiving an average gain of 3.2 per cent. The largest concentration of manufacturing employees was in Ontario, with 71,640 employees at 3.6 per cent (including the auto sector's 49,600 employees at 4.3 per cent).

In Transportation, Communications and Other Utilities, wage adjustments in 1999 averaged 2.4 per cent for 127,800 employees, the vast majority, 86,080, in the Federal jurisdiction with an average wage adjustment of 2.7 per cent.

For 143,920 employees in Public Administration, wage adjustments averaged 2.2 per cent. Of these, 75,130 were in Ontario with an average adjustment of 1.8 per cent, while 55,790 in the Federal jurisdiction received wage increases averaging 2.9 per cent.

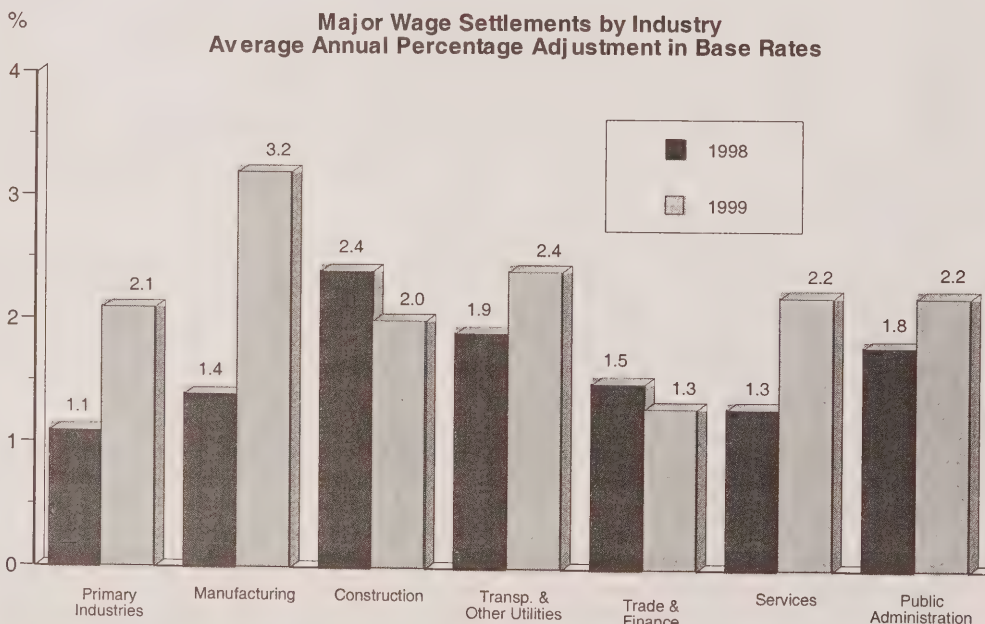
In the Primary sector, a relatively few employees, 6,710, received wage adjustments averaging 2.1 per cent in settlements reached in 1999.

Wage adjustments in the Construction sector in 1999 averaged 2.0 per cent for 97,830 employees. For 68,910 of these employees in Quebec, the average gain was 1.3 per cent, while in Ontario, 16,770 employees received wage adjustments averaging 2.5 per cent.

In the Community, Business and Personal Services sector, 301,330 employees – the largest concentration in an industry group – received wage adjustments averaging 1.8 per cent in 1999. In Ontario, 122,730 of these employees (the majority in the education sector) received wage adjustments averaging 1.3 per cent. In the Prairie Provinces, 106,400 employees in the sector averaged a gain of 3.0 per cent, while in British Columbia, 53,710 employees received wage adjustments averaging 0.7 per cent from settlements reached in 1999.

In the Trade sector, 17,460 employees received wage adjustments averaging 1.3 per cent.

Chart D
Major Wage Settlements by Industry
Average Annual Percentage Adjustment in Base Rates



Source: Workplace Information Directorate

Fourth Quarter – 1999

Base-rate wage adjustments from major collective bargaining agreements ratified in the fourth quarter of 1999 averaged 2.9 per cent. Over the year, average wage adjustments fluctuated as follows: first quarter, 1.5 per cent; second quarter, 2.4 per cent; third quarter, 2.3 per cent; fourth quarter, 2.9 per cent.

The fourth-quarter 1999 results are based on a review of the 59 settlements reached in the period and cover 113,250 employees, a well, below-average quarterly coverage. The previous negotiations conducted by the parties to these agreements had resulted in contracts with close to 34 months duration, and an average wage adjustment of 2.1 per cent – almost the same as the 2.2 per cent obtained in their fourth-quarter 1999 settlements.

Of the 59 settlements reached in the fourth quarter of 1999, only one – covering 700 employees – provided for a wage freeze. The largest concentration of employees – 64,370 or 56.8 per cent of all employees in the quarter's settlements – received wage increases in the 1.0 per cent to 2.9 per cent. Cumulatively, two thirds of employees (75,480) received wage increases in the 1.0 per cent to 3.9 per cent range. Another large concentration of employees – 35,980 or 31.8 per cent of the total – received wage gains in the 4.0 to 4.9 per cent range.

Employees in the fourth quarter's settlements were almost evenly divided between the public and private sectors. The 56,240 employees in 31 public-sector

settlements received wage adjustments averaging 2.1 per cent, while 57,010 employees in 28 private-sector obtained wage increases averaging 3.7 per cent.

The vast majority of private-sector employees, 40,580, were in the Manufacturing sector, and received the largest average wage increase of 4.2 per cent. Of these, 35,460 were in the auto sector with wage gains of approximately 4.5 per cent.

In other industry groups, 1,050 Primary sector employees (of Inco Ltd. in Manitoba) gained a wage increase of 2.2 per cent. Wage increases for 30,270 employees in the Transportation, Communications and Other Utilities sector averaged 2.1 per cent. They included: 14,300 Québec Hydro employees with wage increases of 1.8 per cent; 3,350 longshoremen with the British Columbia Maritime Employers Association at 2.3 per cent; and 3,530 Telus Communications employees in Alberta, at 3.0 per cent. In the Trade sector, 2,830 employees of the Société des alcools du Québec received a wage increase of 1.5 per cent. Wage adjustments averaged 2.3 per cent for 14,640 employees in the Community, Business and Personal Services sector. Among these were 6,020 education sector employees in Ontario, with wage adjustments ranging from a wage freeze to 3.0 per cent, and averaging 2.1 per cent. For 23,880 employees in Public Administration, wage gains averaged 2.2 per cent. They included: 8,980 auditing, purchasing and commerce employees of the Government of Canada at 2.0 per cent, and 7,000 Toronto Police Services Board employees at 2.3 per cent. (There were no agreements in the Construction sector in the fourth quarter of 1999.)

Table 3
Wage Adjustments by Regional/Jurisdictional - Fourth Quarter 1999

| Region | Agreements | Employees | Average Annual % Increase |
|----------------------|------------|-----------|------------------------------|
| Atlantic Canada | 2 | 1,400 | 2.6 |
| Quebec | 8 | 20,550 | 2.1 |
| Ontario | 26 | 54,940 | 3.6 |
| Prairie Provinces | 12 | 11,230 | 2.7 |
| British Columbia | 2 | 2,190 | 0.8 |
| Federal Jurisdiction | 9 | 22,940 | 2.2 |
| Canada | 59 | 113,250 | 2.9 |

Source: Workplace Information Directorate

COLLECTIVE BARGAINING FORECAST – 2000

In December of each year, the Workplace Information Directorate undertakes a "forecasting" exercise to estimate the wage outcomes of collective bargaining for the coming year.

The forecast data are developed using internal and external expertise and individual forecasts are aggregated and weighted based on employee coverage for major collective agreements (more than 500 employees) likely to be settled in 2000.

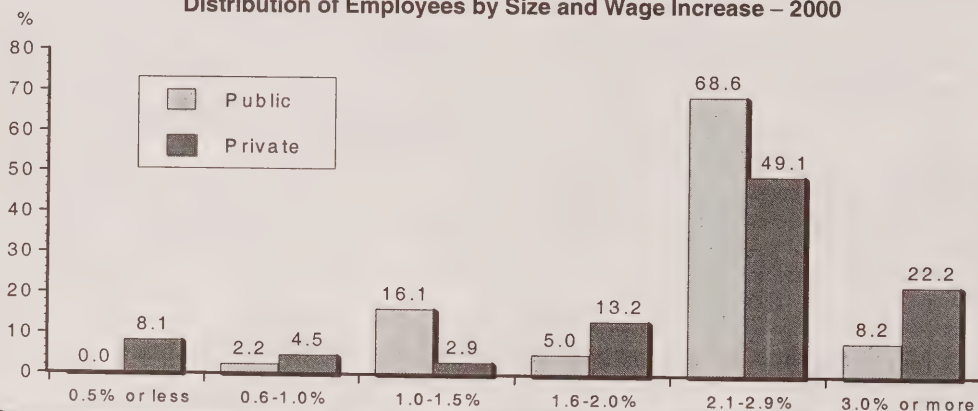
Highlights of 2000 Forecast

| | | | |
|--------------------------------------|-----------|-------------------------|------|
| Number of major agreements to settle | 436 | Overall wage adjustment | 2.2% |
| Number of employees covered | 1,074,350 | • Private sector | 2.3% |
| Projected Consumer Price Index | 2.1% | • Public sector | 2.2% |

Forecast Average Increases by Industry Group

| | | | |
|---|------|-----------------------|-------------|
| Manufacturing | 2.5% | Services | 2.1% |
| Trade and Finance | 2.2% | Construction | 1.7% |
| Public Administration | 2.3% | Primary Industries | 2.2% |
| Transportation, Communication and Other Utilities | 2.2% | All Industries | 2.2% |

Distribution of Employees by Size and Wage Increase – 2000



Source: Workplace Information Directorate

Other Forecasts

Conference Board of Canada (Compensation Planning Outlook, October 1999)

| | |
|--------------------|------|
| Overall | 2.2% |
| Private Sector | 2.4% |
| Public Sector | 2.0% |
| Groupe-conseil Aon | 2.0% |

Canada Labour Views (September 1999)

| | |
|---------|------|
| Overall | 2.3% |
|---------|------|

MAJOR SETTLEMENTS REACHED IN THE FOURTH QUARTER OF 1999

| Industry and Employer | No. of Employees | Average Annual Adjustment | First Year Adjustment | Duration (months) | Expiry Date YY-MM-DD |
|--|------------------|---------------------------|-----------------------|-------------------|----------------------|
| Primary (1 agreement) | 1,050 | 2.2* | 1.3 | 36 | |
| Inco Limited, mines employees, Thompson, Manitoba | 1,050 | 2.2 | 1.3 | 36 | 2002-09-15 |
| Manufacturing (17 agreements) | 40,580 | 4.2 | 3.6 | 38.8 | |
| Accuride Canada Inc., plant and maintenance employees, London, Ontario | 660 | 2.7 | 3.0 | 39 | 2003-03-13 |
| Bowater Mersey Paper Co. Limited, mill employees, Liverpool, Nova Scotia | 500 | 1.8 | 0.0 | 72 | 2004-04-30 |
| Bridgestone/Firestone Canada Inc., plant and maintenance employees, Joliette, Quebec | 850 | 2.1* | 3.0 | 72 | 2005-08-31 |
| DaimlerChrysler Canada Inc., plant and maintenance employees, Ajax, Ontario | 680 | 4.5* | 3.8 | 36 | 2002-09-17 |
| DaimlerChrysler Canada Inc., plant and maintenance employees, Brampton, Ontario | 4,350 | 4.5* | 3.8 | 36 | 2002-09-17 |
| DaimlerChrysler Canada Inc., plant and maintenance employees, Windsor, Ontario | 8,030 | 4.5* | 3.8 | 36 | 2002-09-17 |
| General Motors of Canada Limited, plant and maintenance employees, Boisbriand, Quebec | 2,070 | 4.5* | 3.9 | 36 | 2002-09-17 |
| General Motors of Canada Limited, plant and maintenance employees, London, Ontario | 1,600 | 4.4* | 3.7 | 36 | 2002-09-17 |
| General Motors of Canada Limited, plant and maintenance employees, Oshawa, Ontario | 11,250 | 4.4* | 3.8 | 36 | 2002-09-17 |
| General Motors of Canada Limited, plant and maintenance employees, St. Catharines, Ontario | 5,090 | 4.4* | 3.8 | 36 | 2002-09-17 |
| General Motors of Canada Limited, plant and maintenance employees, Windsor, Ontario | 1,790 | 4.4* | 3.8 | 36 | 2002-09-17 |
| Imperial Tobacco (Division of Imasco Limited), plant and maintenance employees, Guelph, Ontario | 630 | 3.0* | 3.0 | 60 | 2004-04-14 |
| Imperial Tobacco (Division of Imasco Limited), plant and maintenance employees, Montréal and Joliette, Quebec | 500 | 3.0* | 3.0 | 60 | 2004-04-14 |
| Lear Corporation, plant and maintenance employees, Windsor, Ontario | 600 | 4.5* | 3.9 | 36 | 2002-09-17 |
| McGregor Hosiery Mills, production employees, Toronto, Ontario | 530 | 2.4 | 2.5 | 36 | 2002-10-22 |
| Spruce Falls Inc., mill employees, Kapuskasing, Ontario | 950 | 1.9 | 0.0 | 72 | 2005-09-30 |
| Winnipeg Free Press, Division of F.P. Newspapers and Division of Thomson Newspapers, print media employees, Winnipeg, Manitoba | 500 | 2.7 | 2.5 | 36 | 2002-09-30 |
| Transportation, Communication and Other Utilities (14 agreements) | 30,270 | 2.1 | 1.8 | 48.4 | |
| Agricore Cooperative Ltd., grain elevator employees, province-wide, Manitoba, Alberta and British Columbia | 850 | 1.9 | 2.0 | 25 | 2001-12-31 |
| ATCO Gas, plant and maintenance employees, Edmonton, Alberta | 800 | 3.0 | 3.0 | 36 | 2002-12-31 |
| Bell Canada, sales personnel, province-wide, Ontario and Quebec | 1,300 | 1.4 | 2.5 | 48 | 2003-12-31 |

* Agreement with cost-of-living allowances (COLA) calculated at a projected 2.0 per cent inflation rate.

| Industry and Employer | No. of Employees | Average Annual Adjustment | First Year Adjustment | Duration (months) | Expiry Date YY-MM-DD |
|---|------------------|---------------------------|-----------------------|-------------------|----------------------|
| Transportation, Communication and Other Utilities (continued) | | | | | |
| British Columbia Maritime Employers Association, longshoremens, Coast, British Columbia | 3,350 | 2.3* | 1.8 | 48 | 2002-12-31 |
| Council of Marine Carriers, unlicensed personnel, Coast, British Columbia | 500 | 1.3 | 1.0 | 36 | 2000-09-30 |
| Eastern Canada Car Carriers, truck drivers, province-wide, Ontario and Quebec | 1,800 | 2.3* | 2.4 | 36 | 2002-10-31 |
| Epcor Utilities Inc., utility workers, Edmonton, Alberta | 590 | 2.8 | 2.5 | 36 | 2001-12-29 |
| Greyhound Canada Transportation Corporation, bus drivers, system-wide, Ontario, Manitoba, Saskatchewan, Alberta, British Columbia and Yukon Territory | 1,480 | 2.0 | 2.0 | 36 | 2001-12-31 |
| Hydro-Québec, general tradesmen, province-wide, Quebec | 6,500 | 1.8 | 1.0 | 60 | 2003-12-31 |
| Hydro-Québec, office and clerical employees, province-wide, Quebec | 5,400 | 1.8 | 1.0 | 60 | 2003-12-31 |
| Hydro-Québec, technical employees, province-wide, Quebec | 2,400 | 1.8 | 1.0 | 60 | 2003-12-31 |
| Saskatchewan Wheat Pool, grain elevator employees, province-wide, Ontario, Manitoba, Saskatchewan and British Columbia | 1,150 | 2.5 | 2.8 | 36 | 2003-01-31 |
| TELUS Communications Inc., office and clerical employees, province-wide, Alberta | 3,530 | 3.0 | 4.0 | 32 | 2000-12-31 |
| TransAlta Utilities Corporation, office and clerical employees, province-wide, Alberta | 620 | 2.2 | 0.0 | 36 | 2001-12-31 |
| Trade (2 agreements) | 2,830 | 1.5 | 1.5 | 14.3 | |
| Société des alcools du Québec, office and clerical employees, province-wide, Quebec | 2,280 | 1.5 | 1.5 | 12 | 1999-12-31 |
| Société des alcools du Québec, warehouse employees, province-wide, Quebec | 550 | 1.5 | 1.5 | 24 | 2000-12-31 |
| Community, Business and Personal Services (15 agreements) | 14,640 | 2.3 | 2.4 | 29.0 | |
| Board of School Trustees of School District No. 43, office and clerical employees, Coquitlam, British Columbia | 1,090 | 0.5 | 0.0 | 36 | 2001-12-31 |
| Calgary Board of Education, office and clerical employees, Calgary, Alberta | 2,130 | 3.2 | 3.0 | 36 | 2001-12-31 |
| Chinook's Edge School Division No. 73, elementary and secondary teachers, Red Deer, Alberta | 580 | 3.1 | 2.0 | 36 | 2000-08-31 |
| Government of Alberta, health and social care professionals, province-wide, Alberta | 710 | 2.3 | 2.4 | 24 | 1999-08-31 |
| Ottawa-Carleton District School Board, plant and maintenance employees, Ottawa, Ontario | 700 | 0.0 | 0.0 | 24 | 2001-08-31 |
| Peel District School Board, occasional teachers, Mississauga, Ontario | 510 | 1.9 | 0.0 | 30 | 2000-06-30 |
| Red Deer Public School District No. 104, elementary and secondary teachers, Red Deer, Alberta | 520 | 4.6 | 4.6 | 12 | 2000-08-31 |
| Regional Health Authorities of Prince Edward Island, nurses, province-wide, Prince Edward Island | 900 | 3.0 | 6.7 | 36 | 2002-03-31 |
| St. James-Assiniboia School Division No. 2, elementary and secondary teachers, St. James-Assiniboia, Manitoba | 650 | 2.0 | 2.0 | 24 | 2000-06-30 |

* Agreement with cost-of-living allowances (COLA) calculated at a projected 2.0 per cent inflation rate.

| Industry and Employer | No. of Employees | Average Annual Adjustment | First Year Adjustment | Duration (months) | Expiry Date YY-MM-DD |
|---|------------------|---------------------------|-----------------------|-------------------|----------------------|
| Community, Business and Personal Services (continued) | | | | | |
| Saskatchewan Association of Health Organizations, health and social care professionals, province-wide, Saskatchewan | 2,040 | 1.8 | 2.0 | 39 | 2001-03-31 |
| Trillium Lakelands District School Board, elementary teachers, Lindsay, Ontario | 810 | 1.6 | 0.0 | 24 | 2000-08-31 |
| University of Western Ontario, teaching assistants, London, Ontario | 1,000 | 3.0 | 4.1 | 36 | 2002-08-31 |
| York University, professors, Toronto, Ontario | 1,100 | 2.0 | 2.5 | 24 | 2001-04-30 |
| York University, teaching assistants, Toronto, Ontario | 700 | 2.8 | 2.8 | 12 | 2000-08-31 |
| York University, teaching assistants, Toronto, Ontario | 1,200 | 2.8 | 2.8 | 12 | 2000-08-31 |
| Public Administration (10 agreements) | 23,880 | 2.2 | 2.2 | 23.1 | |
| City of Calgary, firefighters, Calgary, Alberta | 1,040 | 3.0 | 3.0 | 24 | 1999-12-31 |
| City of Kingston, inside and outside employees, Kingston, Ontario | 700 | 1.7 | 0.0 | 48 | 2001-12-31 |
| City of Ottawa, firefighters, Ottawa, Ontario | 560 | 2.7 | 4.0 | 36 | 2001-12-31 |
| City of Ottawa, inside and outside employees, Ottawa, Ontario | 1,400 | 2.5 | 2.5 | 12 | 2000-12-31 |
| District of Saanich, inside and outside employees, Saanich, British Columbia | 1,100 | 1.0 | 1.1 | 36 | 2001-12-31 |
| Government of Canada, commerce officers, Canada-wide | 8,980 | 2.0 | 2.0 | 12 | 2000-06-21 |
| Regional Municipality of Ottawa-Carleton, inside and outside employees, Ottawa, Ontario | 3,100 | 2.3 | 3.0 | 18 | 2000-12-31 |
| Toronto Police Services Board, office and clerical employees, Toronto, Ontario | 900 | 2.3 | 2.0 | 36 | 2001-12-31 |
| Toronto Police Services Board, police cadets, Toronto, Ontario | 1,000 | 2.3 | 2.0 | 36 | 2001-12-31 |
| Toronto Police Services Board, police officers, Toronto, Ontario | 5,100 | 2.3 | 2.0 | 36 | 2001-12-31 |
| Agreements with COLA (15 agreements) | 43,640 | 4.1 | 3.5 | 38.2 | |
| Agreements without COLA (44 agreements) | 69,610 | 2.1 | 2.0 | 34.8 | |
| All agreements (59 agreements) | 113,250 | 2.9 | 2.6 | 36.1 | |

Source: Workplace Information Directorate

The Collective Bargaining Bulletin, a monthly publication, contains a listing of formal and up-to-date summaries of the major settlements shown above.

Copies of these settlement summaries are available by calling the Workplace Information Directorate at 1-800-567-6866 or Client Services at (819) 997-3117.

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* Cost-of-Living Allowance (COLA) formulae are quantified using a combination of the latest relevant Consumer Price Index (CPI) data available and/or a projected CPI increase of 2.0 per cent. Consult the Technical Notes for information on the calculation of the yield from COLA increases, and definitions of the industry and sector divisions used in this publication.

Table A-1

**Effective Wage Adjustment in Base Rates, Number of Agreements and Employees Covered,
by Year and Quarter**

| | 1997 | 1998 | 1999 | 1999 | | | |
|--------------------------------------|-------|-------|-------|-------|-------|-------|-------|
| | | | | 1 | 2 | 3 | 4 |
| All Industries | | | | | | | |
| Wage Adjustment (%) | 1.5 | 1.6 | 2.2 | 1.5 | 2.4 | 2.3 | 2.9 |
| Number of Agreements | 381 | 396 | 354 | 105 | 119 | 71 | 59 |
| Number of Employees (000's) | 695.4 | 916.9 | 797.6 | 245.9 | 263.8 | 174.7 | 113.3 |
| Private Sector | | | | | | | |
| Wage Adjustment (%) | 1.8 | 1.8 | 2.6 | 2.2 | 2.4 | 2.3 | 3.7 |
| Number of Agreements | 160 | 177 | 148 | 28 | 53 | 39 | 28 |
| Number of Employees (000's) | 324.1 | 270.8 | 299.3 | 54.2 | 63.1 | 125.0 | 57.0 |
| Public Sector | | | | | | | |
| Wage Adjustment (%) | 1.1 | 1.6 | 1.9 | 1.3 | 2.4 | 2.4 | 2.1 |
| Number of Agreements | 221 | 219 | 206 | 77 | 66 | 32 | 31 |
| Number of Employees (000's) | 371.3 | 646.1 | 498.3 | 191.7 | 200.7 | 49.7 | 56.2 |
| Federal Administration | | | | | | | |
| Wage Adjustment (%) | 3.2 | 2.2 | 2.9 | 2.1 | 3.7 | 2.1 | 2.0 |
| Number of Agreements | 1 | 16 | 10 | 3 | 5 | 1 | 1 |
| Number of Employees (000's) | 8.7 | 124.2 | 53.2 | 15.0 | 28.7 | 0.5 | 9.0 |
| Federal Crown Corporations | | | | | | | |
| Wage Adjustment (%) | 1.4 | 2.2 | 2.3 | - | 2.5 | 1.6 | - |
| Number of Agreements | 8 | 7 | 6 | - | 5 | 1 | - |
| Number of Employees (000's) | 65.4 | 9.3 | 19.8 | - | 16.6 | 3.2 | - |
| Provincial Administration | | | | | | | |
| Wage Adjustment (%) | 1.1 | 1.7 | 1.6 | 1.6 | 1.4 | 1.6 | 1.5 |
| Number of Agreements | 26 | 30 | 21 | 15 | 2 | 2 | 2 |
| Number of Employees (000's) | 45.1 | 112.2 | 73.9 | 58.4 | 7.3 | 5.4 | 2.8 |
| Local Administration | | | | | | | |
| Wage Adjustment (%) | 1.2 | 1.5 | 2.2 | 2.3 | 1.8 | 2.3 | 2.3 |
| Number of Agreements | 34 | 32 | 32 | 9 | 5 | 9 | 9 |
| Number of Employees (000's) | 43.8 | 48.3 | 42.7 | 6.8 | 7.9 | 13.2 | 14.9 |
| Education, Health and Welfare | | | | | | | |
| Wage Adjustment (%) | 1.0 | 1.3 | 1.8 | 0.9 | 2.3 | 2.7 | 2.3 |
| Number of Agreements | 148 | 132 | 125 | 45 | 47 | 18 | 15 |
| Number of Employees (000's) | 203.9 | 350.0 | 283.3 | 103.7 | 138.6 | 26.4 | 14.6 |
| Public Utilities | | | | | | | |
| Wage Adjustment (%) | 1.6 | 1.4 | 2.1 | 2.4 | 2.4 | 2.7 | 1.8 |
| Number of Agreements | 4 | 2 | 12 | 5 | 2 | 1 | 4 |
| Number of Employees (000's) | 4.4 | 2.1 | 25.3 | 7.8 | 1.7 | 1.0 | 14.9 |

Table A-2

**Effective Wage Adjustment in Base Rates, by Effective Period,
Fourth Quarter 1999**

| Sector/ Agreement Duration | Number of Agreements | Number of Employees | First 12 Months | Second 12 Months | Third 12 Months | Fourth 12 Months | Average Annual Adjustment | Average Agreement Duration |
|--------------------------------------|----------------------------|---------------------------|-----------------------|------------------------|-----------------------|------------------------|---------------------------------|----------------------------------|
| | | (000's) | (%) | (%) | (%) | (%) | (%) | (Months) |
| All Industries | | | | | | | | |
| 17 Months or Less | 6 | 15.1 | 2.2 | - | - | - | 2.2 | 12.0 |
| 18-29 Months | 9 | 9.5 | 2.2 | 1.5 | - | - | 2.0 | 22.1 |
| 30-41 Months | 33 | 65.6 | 3.2 | 3.7 | 3.6 | - | 3.5 | 35.9 |
| 42 Months or More | 11 | 23.1 | 1.3 | 2.1 | 2.1 | 2.2 | 1.9 | 58.4 |
| All Agreements | 59 | 113.3 | 2.6 | 3.1 | 3.2 | 2.2 | 2.9 | 36.1 |
| Private Sector | | | | | | | | |
| 17 Months or Less | - | - | - | - | - | - | - | - |
| 18-29 Months | 1 | 0.9 | 2.0 | 2.0 | - | - | 1.9 | 25.0 |
| 30-41 Months | 20 | 48.1 | 3.5 | 4.2 | 4.1 | - | 3.9 | 35.7 |
| 42 Months or More | 7 | 8.1 | 1.9 | 2.2 | 2.2 | 2.5 | 2.1 | 56.5 |
| All Agreements | 28 | 57.0 | 3.3 | 3.8 | 3.8 | 2.5 | 3.7 | 38.5 |
| Public Sector | | | | | | | | |
| 17 Months or Less | 6 | 15.1 | 2.2 | - | - | - | 2.2 | 12.0 |
| 18-29 Months | 8 | 8.7 | 2.2 | 1.5 | - | - | 2.0 | 21.9 |
| 30-41 Months | 13 | 17.5 | 2.3 | 2.3 | 2.3 | - | 2.3 | 36.2 |
| 42 Months or More | 4 | 15.0 | 1.0 | 2.0 | 2.0 | 2.0 | 1.8 | 59.4 |
| All Agreements | 31 | 56.2 | 1.9 | 2.0 | 2.2 | 2.0 | 2.1 | 33.7 |
| Federal Administration | | | | | | | | |
| 17 Months or Less | 1 | 9.0 | 2.0 | - | - | - | 2.0 | 12.0 |
| 18-29 Months | - | - | - | - | - | - | - | - |
| 30-41 Months | - | - | - | - | - | - | - | - |
| 42 Months or More | - | - | - | - | - | - | - | - |
| All Agreements | 1 | 9.0 | 2.0 | - | - | - | 2.0 | 12.0 |
| Federal Crown Corporations | | | | | | | | |
| 17 Months or Less | - | - | - | - | - | - | - | - |
| 18-29 Months | - | - | - | - | - | - | - | - |
| 30-41 Months | - | - | - | - | - | - | - | - |
| 42 Months or More | - | - | - | - | - | - | - | - |
| All Agreements | - | - | - | - | - | - | - | - |
| Provincial Administration | | | | | | | | |
| 17 Months or Less | 1 | 2.3 | 1.5 | - | - | - | 1.5 | 12.0 |
| 18-29 Months | 1 | 0.6 | 1.5 | 1.5 | - | - | 1.5 | 24.0 |
| 30-41 Months | - | - | - | - | - | - | - | - |
| 42 Months or More | - | - | - | - | - | - | - | - |
| All Agreements | 2 | 2.8 | 1.5 | 1.5 | - | - | 1.5 | 14.3 |
| Local Administration | | | | | | | | |
| 17 Months or Less | 1 | 1.4 | 2.5 | - | - | - | 2.5 | 12.0 |
| 18-29 Months | 2 | 4.1 | 3.0 | 1.1 | - | - | 2.5 | 19.5 |
| 30-41 Months | 5 | 8.7 | 2.0 | 2.0 | 2.5 | - | 2.2 | 36.0 |
| 42 Months or More | 1 | 0.7 | 0.0 | 2.8 | 2.0 | 2.0 | 1.7 | 48.0 |
| All Agreements | 9 | 14.9 | 2.2 | 1.8 | 2.5 | 2.0 | 2.3 | 29.7 |
| Education, Health and Welfare | | | | | | | | |
| 17 Months or Less | 3 | 2.4 | 3.2 | - | - | - | 3.2 | 12.0 |
| 18-29 Months | 5 | 4.0 | 1.4 | 1.8 | - | - | 1.6 | 24.0 |
| 30-41 Months | 7 | 8.3 | 2.6 | 2.6 | 2.0 | - | 2.4 | 36.4 |
| 42 Months or More | - | - | - | - | - | - | - | - |
| All Agreements | 15 | 14.6 | 2.4 | 2.3 | 2.0 | - | 2.3 | 29.0 |
| Public Utilities | | | | | | | | |
| 17 Months or Less | - | - | - | - | - | - | - | - |
| 18-29 Months | - | - | - | - | - | - | - | - |
| 30-41 Months | 1 | 0.6 | 2.5 | 3.0 | 3.0 | - | 2.8 | 36.0 |
| 42 Months or More | 3 | 14.3 | 1.0 | 2.0 | 2.0 | 2.0 | 1.8 | 60.0 |
| All Agreements | 4 | 14.9 | 1.1 | 2.0 | 2.0 | 2.0 | 1.8 | 59.0 |

Table B-1

**Effective Wage Adjustment in Base Rates, by Major Industry Division,
with and without COLA, by Year and Quarter**

| | 1997 | 1998 | 1999 | 1999 | | | |
|--|------|------|------|------|-----|-----|-----|
| | | | | 1 | 2 | 3 | 4 |
| | (%) | (%) | (%) | (%) | (%) | (%) | (%) |
| All Industries | | | | | | | |
| Agreements without COLA | 1.4 | 1.6 | 2.0 | 1.5 | 2.5 | 2.1 | 2.1 |
| Agreements with COLA | 1.7 | 2.5 | 3.2 | 2.0 | 2.0 | 3.9 | 4.1 |
| All Agreements | 1.5 | 1.6 | 2.2 | 1.5 | 2.4 | 2.3 | 2.9 |
| Primary Industry | | | | | | | |
| Agreements without COLA | 1.9 | 1.1 | 1.8 | - | 2.7 | 0.9 | - |
| Agreements with COLA | 1.8 | - | 2.3 | - | 2.4 | 2.3 | 2.2 |
| All Agreements | 1.8 | 1.1 | 2.1 | - | 2.6 | 1.6 | 2.2 |
| Manufacturing | | | | | | | |
| Agreements without COLA | 2.1 | 0.9 | 1.8 | 1.4 | 1.9 | 2.0 | 2.3 |
| Agreements with COLA | 2.7 | 2.7 | 3.8 | 2.1 | 2.5 | 4.0 | 4.3 |
| All Agreements | 2.3 | 1.4 | 3.2 | 1.6 | 2.2 | 3.3 | 4.2 |
| Construction | | | | | | | |
| Agreements without COLA | 1.6 | 2.4 | 2.0 | 2.5 | 5.3 | 1.4 | - |
| Agreements with COLA | - | 2.9 | - | - | - | - | - |
| All Agreements | 1.6 | 2.4 | 2.0 | 2.5 | 5.3 | 1.4 | - |
| Transportation, Communication and Other Utilities | | | | | | | |
| Agreements without COLA | 1.7 | 1.9 | 2.5 | 2.0 | 2.6 | 3.3 | 2.1 |
| Agreements with COLA | 1.5 | 1.9 | 2.2 | 1.7 | 2.0 | 3.6 | 2.3 |
| All Agreements | 1.6 | 1.9 | 2.4 | 2.0 | 2.3 | 3.3 | 2.1 |
| Trade; Finance, Insurance and Real Estate | | | | | | | |
| Agreements without COLA | 1.7 | 1.5 | 1.6 | 2.4 | 1.4 | 1.9 | 1.5 |
| Agreements with COLA | 1.6 | 2.8 | 0.6 | - | 0.6 | - | - |
| All Agreements | 1.7 | 1.5 | 1.3 | 2.4 | 1.0 | 1.9 | 1.5 |
| Community, Business and Personal Services | | | | | | | |
| Agreements without COLA | 1.0 | 1.3 | 1.8 | 0.9 | 2.3 | 2.4 | 2.3 |
| Agreements with COLA | 1.6 | 0.9 | - | - | - | - | - |
| All Agreements | 1.0 | 1.3 | 1.8 | 0.9 | 2.3 | 2.4 | 2.3 |
| Public Administration | | | | | | | |
| Agreements without COLA | 1.3 | 1.8 | 2.2 | 1.7 | 3.2 | 2.2 | 2.2 |
| Agreements with COLA | - | - | 2.3 | - | 2.3 | - | - |
| All Agreements | 1.3 | 1.8 | 2.2 | 1.7 | 3.1 | 2.2 | 2.2 |

Table B-2

**Number of Agreements and Employees Covered, by Major Industry Division,
with and without COLA, by Year and Quarter**

| | 1997 | | 1998 | | 1999 | |
|--|----------------------------|---------------------------|----------------------------|---------------------------|----------------------------|---------------------------|
| | Number of Agreements | Number of Employees | Number of Agreements | Number of Employees | Number of Agreements | Number of Employees |
| | (000's) | | (000's) | | (000's) | |
| All Industries | | | | | | |
| Agreements without COLA | 345 | 583.4 | 360 | 883.8 | 309 | 691.5 |
| Agreements with COLA | 36 | 112.0 | 36 | 33.1 | 45 | 106.1 |
| All Agreements | 381 | 695.4 | 396 | 916.9 | 354 | 797.6 |
| Primary Industry | | | | | | |
| Agreements without COLA | 3 | 2.3 | 2 | 1.8 | 4 | 2.9 |
| Agreements with COLA | 5 | 8.3 | - | - | 4 | 3.8 |
| All Agreements | 8 | 10.6 | 2 | 1.8 | 8 | 6.7 |
| Manufacturing | | | | | | |
| Agreements without COLA | 42 | 50.2 | 48 | 61.3 | 43 | 31.8 |
| Agreements with COLA | 20 | 22.1 | 26 | 24.4 | 29 | 70.8 |
| All Agreements | 62 | 72.3 | 74 | 85.7 | 72 | 102.6 |
| Construction | | | | | | |
| Agreements without COLA | 32 | 104.8 | 45 | 93.8 | 21 | 97.8 |
| Agreements with COLA | - | - | 3 | 2.2 | - | - |
| All Agreements | 32 | 104.8 | 48 | 96.0 | 21 | 97.8 |
| Transportation, Communication and Other Utilities | | | | | | |
| Agreements without COLA | 27 | 67.6 | 39 | 80.4 | 44 | 102.2 |
| Agreements with COLA | 5 | 59.5 | 3 | 4.0 | 10 | 25.6 |
| All Agreements | 32 | 127.1 | 42 | 84.4 | 54 | 127.8 |
| Trade; Finance, Insurance and Real Estate | | | | | | |
| Agreements without COLA | 29 | 56.2 | 16 | 25.0 | 11 | 12.3 |
| Agreements with COLA | 4 | 18.7 | 1 | 0.8 | 1 | 5.2 |
| All Agreements | 33 | 74.9 | 17 | 25.8 | 12 | 17.5 |
| Community, Business and Personal Services | | | | | | |
| Agreements without COLA | 165 | 229.4 | 148 | 373.8 | 140 | 301.3 |
| Agreements with COLA | 2 | 3.4 | 3 | 1.7 | - | - |
| All Agreements | 167 | 232.9 | 151 | 375.5 | 140 | 301.3 |
| Public Administration | | | | | | |
| Agreements without COLA | 47 | 72.9 | 62 | 247.8 | 46 | 143.3 |
| Agreements with COLA | - | - | - | - | 1 | 0.7 |
| All Agreements | 47 | 72.9 | 62 | 247.8 | 47 | 143.9 |

Table B-2 (continued)

**Number of Agreements and Employees Covered, by Major Industry Division,
with and without COLA, by Year and Quarter**

| | 1999 | | | | | | | |
|--|----------------------------|---------------------------|----------------------------|---------------------------|----------------------------|---------------------------|----------------------------|---------------------------|
| | 1 | | 2 | | 3 | | 4 | |
| | Number of Agreements | Number of Employees | Number of Agreements | Number of Employees | Number of Agreements | Number of Employees | Number of Agreements | Number of Employees |
| | (000's) | | (000's) | | (000's) | | (000's) | |
| All Industries | | | | | | | | |
| Agreements without COLA | 100 | 241.4 | 104 | 227.1 | 61 | 153.4 | 44 | 69.6 |
| Agreements with COLA | 5 | 4.5 | 15 | 36.7 | 10 | 21.3 | 15 | 43.6 |
| All Agreements | 105 | 245.9 | 119 | 263.8 | 71 | 174.7 | 59 | 113.3 |
| Primary Industry | | | | | | | | |
| Agreements without COLA | - | - | 2 | 1.5 | 2 | 1.4 | - | - |
| Agreements with COLA | - | - | 1 | 1.4 | 2 | 1.4 | 1 | 1.1 |
| All Agreements | - | - | 3 | 2.9 | 4 | 2.8 | 1 | 1.1 |
| Manufacturing | | | | | | | | |
| Agreements without COLA | 10 | 6.8 | 19 | 12.7 | 9 | 9.1 | 5 | 3.1 |
| Agreements with COLA | 3 | 2.9 | 9 | 12.8 | 5 | 17.7 | 12 | 37.4 |
| All Agreements | 13 | 9.7 | 28 | 25.5 | 14 | 26.8 | 17 | 40.6 |
| Construction | | | | | | | | |
| Agreements without COLA | 10 | 29.5 | 7 | 6.7 | 4 | 61.7 | - | - |
| Agreements with COLA | - | - | - | - | - | - | - | - |
| All Agreements | 10 | 29.5 | 7 | 6.7 | 4 | 61.7 | - | - |
| Transportation, Communication and Other Utilities | | | | | | | | |
| Agreements without COLA | 11 | 30.4 | 11 | 18.6 | 10 | 28.1 | 12 | 25.1 |
| Agreements with COLA | 2 | 1.6 | 3 | 16.7 | 3 | 2.2 | 2 | 5.2 |
| All Agreements | 13 | 32.0 | 14 | 35.2 | 13 | 30.3 | 14 | 30.3 |
| Trade; Finance, Insurance and Real Estate | | | | | | | | |
| Agreements without COLA | 2 | 1.5 | 5 | 6.1 | 2 | 1.9 | 2 | 2.8 |
| Agreements with COLA | - | - | 1 | 5.2 | - | - | - | - |
| All Agreements | 2 | 1.5 | 6 | 11.3 | 2 | 1.9 | 2 | 2.8 |
| Community, Business and Personal Services | | | | | | | | |
| Agreements without COLA | 47 | 105.4 | 51 | 141.2 | 27 | 40.2 | 15 | 14.6 |
| Agreements with COLA | - | - | - | - | - | - | - | - |
| All Agreements | 47 | 105.4 | 51 | 141.2 | 27 | 40.2 | 15 | 14.6 |
| Public Administration | | | | | | | | |
| Agreements without COLA | 20 | 67.9 | 9 | 40.4 | 7 | 11.1 | 10 | 23.9 |
| Agreements with COLA | - | - | 1 | 0.7 | - | - | - | - |
| All Agreements | 20 | 67.9 | 10 | 41.1 | 7 | 11.1 | 10 | 23.9 |

Table B-3

**Effective Wage Adjustment in Base Rates, by Major Industry Division,
by Duration of Agreement, with and without COLA, Fourth Quarter 1999**

| | 17 Months or Less | | | 18-29 Months | | |
|--|----------------------------|---------------------------|---------------------------------|----------------------------|---------------------------|---------------------------------|
| | Number of Agreements | Number of Employees | Average Annual Adjustment | Number of Agreements | Number of Employees | Average Annual Adjustment |
| | | (000's) | (%) | | (000's) | (%) |
| All Industries | | | | | | |
| Agreements without COLA | 6 | 15.1 | 2.2 | 9 | 9.5 | 2.0 |
| Agreements with COLA | - | - | - | - | - | - |
| All Agreements | 6 | 15.1 | 2.2 | 9 | 9.5 | 2.0 |
| Primary Industry | | | | | | |
| Agreements without COLA | - | - | - | - | - | - |
| Agreements with COLA | - | - | - | - | - | - |
| All Agreements | - | - | - | - | - | - |
| Manufacturing | | | | | | |
| Agreements without COLA | - | - | - | - | - | - |
| Agreements with COLA | - | - | - | - | - | - |
| All Agreements | - | - | - | - | - | - |
| Construction | | | | | | |
| Agreements without COLA | - | - | - | - | - | - |
| Agreements with COLA | - | - | - | - | - | - |
| All Agreements | - | - | - | - | - | - |
| Transportation, Communication and Other Utilities | | | | | | |
| Agreements without COLA | - | - | - | 1 | 0.9 | 1.9 |
| Agreements with COLA | - | - | - | - | - | - |
| All Agreements | - | - | - | 1 | 0.9 | 1.9 |
| Trade; Finance, Insurance and Real Estate | | | | | | |
| Agreements without COLA | 1 | 2.3 | 1.5 | 1 | 0.6 | 1.5 |
| Agreements with COLA | - | - | - | - | - | - |
| All Agreements | 1 | 2.3 | 1.5 | 1 | 0.6 | 1.5 |
| Community, Business and Personal Services | | | | | | |
| Agreements without COLA | 3 | 2.4 | 3.2 | 5 | 4.0 | 1.6 |
| Agreements with COLA | - | - | - | - | - | - |
| All Agreements | 3 | 2.4 | 3.2 | 5 | 4.0 | 1.6 |
| Public Administration | | | | | | |
| Agreements without COLA | 2 | 10.4 | 2.1 | 2 | 4.1 | 2.5 |
| Agreements with COLA | - | - | - | - | - | - |
| All Agreements | 2 | 10.4 | 2.1 | 2 | 4.1 | 2.5 |

Table B-3 (continued)

**Effective Wage Adjustment in Base Rates, by Major Industry Division,
by Duration of Agreement, with and without COLA, Fourth Quarter 1999**

| | 30-41 Months | | | 42 Months or More | | |
|--|----------------------------|---------------------------|---------------------------------|----------------------------|---------------------------|---------------------------------|
| | Number of Agreements | Number of Employees | Average Annual Adjustment | Number of Agreements | Number of Employees | Average Annual Adjustment |
| | | (000's) | (%) | | (000's) | (%) |
| All Industries | | | | | | |
| Agreements without COLA | 22 | 27.3 | 2.4 | 7 | 17.8 | 1.8 |
| Agreements with COLA | 11 | 38.3 | 4.3 | 4 | 5.3 | 2.4 |
| All Agreements | 33 | 65.6 | 3.5 | 11 | 23.1 | 1.9 |
| Primary Industry | | | | | | |
| Agreements without COLA | - | - | - | - | - | - |
| Agreements with COLA | 1 | 1.1 | 2.2 | - | - | - |
| All Agreements | 1 | 1.1 | 2.2 | - | - | - |
| Manufacturing | | | | | | |
| Agreements without COLA | 3 | 1.7 | 2.6 | 2 | 1.5 | 1.9 |
| Agreements with COLA | 9 | 35.5 | 4.4 | 3 | 2.0 | 2.6 |
| All Agreements | 12 | 37.2 | 4.4 | 5 | 3.4 | 2.3 |
| Construction | | | | | | |
| Agreements without COLA | - | - | - | - | - | - |
| Agreements with COLA | - | - | - | - | - | - |
| All Agreements | - | - | - | - | - | - |
| Transportation, Communication and Other Utilities | | | | | | |
| Agreements without COLA | 7 | 8.7 | 2.6 | 4 | 15.6 | 1.8 |
| Agreements with COLA | 1 | 1.8 | 2.3 | 1 | 3.4 | 2.3 |
| All Agreements | 8 | 10.5 | 2.6 | 5 | 19.0 | 1.9 |
| Trade; Finance, Insurance and Real Estate | | | | | | |
| Agreements without COLA | - | - | - | - | - | - |
| Agreements with COLA | - | - | - | - | - | - |
| All Agreements | - | - | - | - | - | - |
| Community, Business and Personal Services | | | | | | |
| Agreements without COLA | 7 | 8.3 | 2.4 | - | - | - |
| Agreements with COLA | - | - | - | - | - | - |
| All Agreements | 7 | 8.3 | 2.4 | - | - | - |
| Public Administration | | | | | | |
| Agreements without COLA | 5 | 8.7 | 2.2 | 1 | 0.7 | 1.7 |
| Agreements with COLA | - | - | - | - | - | - |
| All Agreements | 5 | 8.7 | 2.2 | 1 | 0.7 | 1.7 |

Table B-4

**Effective Wage Adjustment in Base Rates, by Major Industry Division,
with and without COLA, Fourth Quarter 1999**

| | Number of Agreements | Number of Employees | Average Annual Adjustment | First 12 Months | Average Agreement Duration |
|--|----------------------------|---------------------------|---------------------------------|-----------------------|----------------------------------|
| | | (000's) | (%) | (%) | (Months) |
| All Industries | | | | | |
| Agreements without COLA | 44 | 69.6 | 2.1 | 2.0 | 34.8 |
| Agreements with COLA | 15 | 43.6 | 4.1 | 3.5 | 38.2 |
| All Agreements | 59 | 113.3 | 2.9 | 2.6 | 36.1 |
| Primary Industry | | | | | |
| Agreements without COLA | - | - | - | - | - |
| Agreements with COLA | 1 | 1.1 | 2.2 | 1.3 | 36.0 |
| All Agreements | 1 | 1.1 | 2.2 | 1.3 | 36.0 |
| Manufacturing | | | | | |
| Agreements without COLA | 5 | 3.1 | 2.3 | 1.5 | 53.3 |
| Agreements with COLA | 12 | 37.4 | 4.3 | 3.8 | 37.5 |
| All Agreements | 17 | 40.6 | 4.2 | 3.6 | 38.8 |
| Construction | | | | | |
| Agreements without COLA | - | - | - | - | - |
| Agreements with COLA | - | - | - | - | - |
| All Agreements | - | - | - | - | - |
| Transportation, Communication and Other Utilities | | | | | |
| Agreements without COLA | 12 | 25.1 | 2.1 | 1.8 | 49.3 |
| Agreements with COLA | 2 | 5.2 | 2.3 | 2.0 | 43.8 |
| All Agreements | 14 | 30.3 | 2.1 | 1.8 | 48.4 |
| Trade; Finance, Insurance and Real Estate | | | | | |
| Agreements without COLA | 2 | 2.8 | 1.5 | 1.5 | 14.3 |
| Agreements with COLA | - | - | - | - | - |
| All Agreements | 2 | 2.8 | 1.5 | 1.5 | 14.3 |
| Community, Business and Personal Services | | | | | |
| Agreements without COLA | 15 | 14.6 | 2.3 | 2.4 | 29.0 |
| Agreements with COLA | - | - | - | - | - |
| All Agreements | 15 | 14.6 | 2.3 | 2.4 | 29.0 |
| Public Administration | | | | | |
| Agreements without COLA | 10 | 23.9 | 2.2 | 2.2 | 23.1 |
| Agreements with COLA | - | - | - | - | - |
| All Agreements | 10 | 23.9 | 2.2 | 2.2 | 23.1 |

Table C-1

**Effective Wage Adjustment in Base Rates, by Region/Jurisdiction,
by Year and Quarter**

| | 1997 | 1998 | 1999 | 1999 | | | |
|------------------------|------|------|------|------|-----|-----|-----|
| | | | | 1 | 2 | 3 | 4 |
| | (%) | (%) | (%) | (%) | (%) | (%) | (%) |
| All Sectors | | | | | | | |
| CANADA | 1.5 | 1.6 | 2.2 | 1.5 | 2.4 | 2.3 | 2.9 |
| <i>Atlantic</i> | 1.1 | 1.9 | 2.0 | 2.3 | 1.6 | 2.4 | 2.6 |
| Newfoundland | 1.7 | 1.3 | 1.6 | 1.5 | 1.6 | 2.2 | - |
| Prince Edward Island | - | 2.1 | 2.7 | 2.8 | 2.3 | - | 3.0 |
| Nova Scotia | 2.0 | 2.5 | 2.1 | 4.5 | - | 1.5 | 1.8 |
| New Brunswick | 0.7 | 1.5 | 2.4 | - | 1.6 | 3.6 | - |
| Quebec | 1.3 | 1.0 | 1.6 | 1.3 | 1.4 | 1.5 | 2.1 |
| Ontario | 1.1 | 1.6 | 2.0 | 1.4 | 1.6 | 3.0 | 3.6 |
| <i>Prairies</i> | 2.0 | 2.4 | 3.1 | 3.2 | 3.1 | 3.0 | 2.7 |
| Manitoba | 1.1 | 1.4 | 2.5 | 1.5 | 2.8 | 2.2 | 2.3 |
| Saskatchewan | 0.9 | 1.8 | 2.2 | 2.6 | 1.7 | 3.5 | 1.8 |
| Alberta | 2.4 | 3.0 | 4.0 | 4.3 | 4.3 | 3.3 | 3.0 |
| British Columbia | 1.3 | 0.7 | 0.8 | 0.7 | 0.5 | 1.3 | 0.8 |
| More than One Province | 3.0 | 1.7 | 2.8 | 1.8 | 3.4 | - | - |
| Federal | 1.8 | 2.1 | 2.8 | 2.0 | 3.1 | 3.4 | 2.2 |
| Public Sector | | | | | | | |
| CANADA | 1.1 | 1.6 | 1.9 | 1.3 | 2.4 | 2.4 | 2.1 |
| <i>Atlantic</i> | 1.0 | 1.9 | 1.8 | 2.5 | 1.3 | 1.9 | 3.0 |
| Newfoundland | 2.1 | 1.3 | 1.3 | 1.4 | 1.3 | - | - |
| Prince Edward Island | - | 2.1 | 2.9 | 2.8 | - | - | 3.0 |
| Nova Scotia | 1.8 | 2.6 | 2.3 | 4.5 | - | 1.4 | - |
| New Brunswick | 0.8 | 1.5 | 3.2 | - | - | 3.2 | - |
| Quebec | 1.3 | 1.1 | 1.7 | 1.9 | 1.1 | 1.1 | 1.8 |
| Ontario | 0.6 | 1.3 | 1.5 | 1.2 | 1.4 | 2.2 | 2.3 |
| <i>Prairies</i> | 1.7 | 2.2 | 2.9 | 2.4 | 3.1 | 2.9 | 2.7 |
| Manitoba | 1.0 | 1.2 | 2.5 | 1.5 | 2.8 | 1.8 | 2.0 |
| Saskatchewan | 0.9 | 1.8 | 2.3 | 2.6 | 1.8 | 3.5 | 1.8 |
| Alberta | 2.2 | 2.6 | 3.8 | 2.7 | 4.1 | 3.3 | 3.1 |
| British Columbia | 0.6 | 0.7 | 0.6 | 0.7 | 0.4 | 0.7 | 0.8 |
| More than One Province | - | - | - | - | - | - | - |
| Federal | 1.6 | 2.2 | 2.7 | 2.0 | 3.2 | 1.9 | 2.0 |
| Private Sector | | | | | | | |
| CANADA | 1.8 | 1.8 | 2.6 | 2.2 | 2.4 | 2.3 | 3.7 |
| <i>Atlantic</i> | 1.2 | 1.8 | 2.2 | 1.8 | 2.0 | 2.9 | 1.8 |
| Newfoundland | 1.7 | 1.9 | 2.2 | 1.8 | 2.4 | 2.2 | - |
| Prince Edward Island | - | - | 2.3 | - | 2.3 | - | - |
| Nova Scotia | 2.1 | 1.8 | 1.8 | - | - | 1.8 | 1.8 |
| New Brunswick | 0.4 | 1.6 | 2.3 | - | 1.6 | 3.8 | - |
| Quebec | 1.3 | 0.9 | 1.5 | 1.2 | 1.7 | 1.5 | 3.7 |
| Ontario | 1.9 | 2.0 | 3.2 | 2.2 | 2.0 | 3.8 | 4.3 |
| <i>Prairies</i> | 2.5 | 3.2 | 3.9 | 6.1 | 3.3 | 4.2 | 2.5 |
| Manitoba | 1.8 | 1.6 | 3.1 | - | 2.6 | 4.2 | 2.4 |
| Saskatchewan | 1.2 | 1.1 | 0.9 | - | 0.9 | - | - |
| Alberta | 2.6 | 4.6 | 5.1 | 6.1 | 4.9 | - | 2.6 |
| British Columbia | 1.6 | 1.5 | 1.4 | 2.0 | 1.2 | 1.3 | - |
| More than One Province | 3.0 | 1.7 | 2.8 | 1.8 | 3.4 | - | - |
| Federal | 2.1 | 1.7 | 2.8 | 1.9 | 2.7 | 3.8 | 2.3 |

Table C-2

**Number of Agreements and Employees Covered, by Region/Jurisdiction,
by Year and Quarter**

| | 1997 | | 1998 | | 1999 | |
|------------------------|----------------------------|---------------------------|----------------------------|---------------------------|----------------------------|---------------------------|
| | Number of Agreements | Number of Employees | Number of Agreements | Number of Employees | Number of Agreements | Number of Employees |
| | (000's) | | (000's) | | (000's) | |
| All Sectors | | | | | | |
| CANADA | 381 | 695.4 | 396 | 916.9 | 354 | 797.6 |
| <i>Atlantic</i> | 18 | 20.9 | 42 | 93.4 | 21 | 19.4 |
| Newfoundland | 5 | 6.1 | 7 | 25.4 | 8 | 9.7 |
| Prince Edward Island | - | - | 3 | 3.9 | 3 | 2.2 |
| Nova Scotia | 2 | 1.8 | 18 | 39.0 | 5 | 3.3 |
| New Brunswick | 11 | 13.0 | 14 | 25.0 | 5 | 4.3 |
| Quebec | 39 | 92.3 | 53 | 82.3 | 39 | 113.7 |
| Ontario | 177 | 240.2 | 138 | 266.4 | 158 | 303.7 |
| <i>Prairies</i> | 80 | 146.0 | 83 | 134.0 | 66 | 143.3 |
| Manitoba | 21 | 27.9 | 20 | 22.3 | 17 | 37.8 |
| Saskatchewan | 7 | 16.9 | 12 | 32.3 | 14 | 44.4 |
| Alberta | 52 | 101.1 | 51 | 79.4 | 35 | 61.1 |
| British Columbia | 34 | 69.3 | 33 | 150.7 | 24 | 71.5 |
| More than One Province | 7 | 7.7 | 2 | 7.0 | 3 | 2.2 |
| Federal | 26 | 119.0 | 45 | 183.2 | 43 | 143.9 |
| Public Sector | | | | | | |
| CANADA | 221 | 371.3 | 219 | 646.1 | 206 | 498.3 |
| <i>Atlantic</i> | 8 | 10.9 | 29 | 81.6 | 10 | 10.7 |
| Newfoundland | 2 | 1.2 | 6 | 22.9 | 4 | 6.6 |
| Prince Edward Island | - | - | 3 | 3.9 | 2 | 1.5 |
| Nova Scotia | 1 | 0.6 | 11 | 33.6 | 3 | 2.1 |
| New Brunswick | 5 | 9.0 | 9 | 21.1 | 1 | 0.6 |
| Quebec | 16 | 19.8 | 14 | 23.6 | 12 | 25.8 |
| Ontario | 113 | 139.3 | 76 | 166.7 | 105 | 203.2 |
| <i>Prairies</i> | 55 | 100.6 | 62 | 106.5 | 47 | 122.2 |
| Manitoba | 18 | 24.0 | 11 | 11.7 | 13 | 34.2 |
| Saskatchewan | 4 | 14.5 | 10 | 30.5 | 10 | 40.0 |
| Alberta | 33 | 62.1 | 41 | 64.3 | 24 | 48.0 |
| British Columbia | 18 | 25.4 | 15 | 133.7 | 12 | 57.1 |
| More than One Province | - | - | - | - | - | - |
| Federal | 11 | 75.4 | 23 | 134.1 | 20 | 79.3 |
| Private Sector | | | | | | |
| CANADA | 160 | 324.1 | 177 | 270.8 | 148 | 299.3 |
| <i>Atlantic</i> | 10 | 10.1 | 13 | 11.8 | 11 | 8.7 |
| Newfoundland | 3 | 4.9 | 1 | 2.5 | 4 | 3.1 |
| Prince Edward Island | - | - | - | - | 1 | 0.7 |
| Nova Scotia | 1 | 1.2 | 7 | 5.4 | 2 | 1.2 |
| New Brunswick | 6 | 4.0 | 5 | 3.9 | 4 | 3.7 |
| Quebec | 23 | 72.6 | 39 | 58.7 | 27 | 87.9 |
| Ontario | 64 | 100.9 | 62 | 99.7 | 53 | 100.5 |
| <i>Prairies</i> | 25 | 45.4 | 21 | 27.5 | 19 | 21.1 |
| Manitoba | 3 | 4.0 | 9 | 10.5 | 4 | 3.6 |
| Saskatchewan | 3 | 2.4 | 2 | 1.8 | 4 | 4.4 |
| Alberta | 19 | 39.0 | 10 | 15.1 | 11 | 13.1 |
| British Columbia | 16 | 43.9 | 18 | 17.0 | 12 | 14.3 |
| More than One Province | 7 | 7.7 | 2 | 7.0 | 3 | 2.2 |
| Federal | 15 | 43.6 | 22 | 49.1 | 23 | 64.6 |

Table C-2 (continued)

Number of Agreements and Employees Covered, by Region/Jurisdiction,
by Year and Quarter

| | 1999 | | | | | | | |
|------------------------|----------------------------|---------------------------|----------------------------|---------------------------|----------------------------|---------------------------|----------------------------|---------------------------|
| | 1 | | 2 | | 3 | | 4 | |
| | Number of Agreements | Number of Employees | Number of Agreements | Number of Employees | Number of Agreements | Number of Employees | Number of Agreements | Number of Employees |
| | (000's) | | (000's) | | (000's) | | (000's) | |
| All Sectors | | | | | | | | |
| CANADA | 105 | 245.9 | 119 | 263.8 | 71 | 174.7 | 59 | 113.3 |
| <i>Atlantic</i> | 5 | 3.3 | 8 | 10.2 | 6 | 4.5 | 2 | 1.4 |
| Newfoundland | 3 | 2.1 | 4 | 7.1 | 1 | 0.6 | - | - |
| Prince Edward Island | 1 | 0.6 | 1 | 0.7 | - | - | 1 | 0.9 |
| Nova Scotia | 1 | 0.6 | - | - | 3 | 2.2 | 1 | 0.5 |
| New Brunswick | - | - | 3 | 2.5 | 2 | 1.8 | - | - |
| Quebec | 11 | 18.2 | 5 | 4.3 | 15 | 70.6 | 8 | 20.6 |
| Ontario | 57 | 121.2 | 54 | 92.5 | 21 | 35.0 | 26 | 54.9 |
| <i>Prairies</i> | 17 | 20.5 | 29 | 89.2 | 8 | 22.3 | 12 | 11.2 |
| Manitoba | 4 | 4.0 | 6 | 23.6 | 4 | 8.0 | 3 | 2.2 |
| Saskatchewan | 5 | 7.2 | 7 | 26.8 | 1 | 8.4 | 1 | 2.0 |
| Alberta | 8 | 9.3 | 16 | 38.8 | 3 | 6.0 | 8 | 7.0 |
| British Columbia | 6 | 48.7 | 6 | 7.3 | 10 | 13.2 | 2 | 2.2 |
| More than One Province | 1 | 0.9 | 2 | 1.3 | - | - | - | - |
| Federal | 8 | 33.1 | 15 | 58.8 | 11 | 29.1 | 9 | 22.9 |
| Public Sector | | | | | | | | |
| CANADA | 77 | 191.7 | 66 | 200.7 | 32 | 49.7 | 31 | 56.2 |
| <i>Atlantic</i> | 4 | 2.7 | 2 | 5.2 | 3 | 2.0 | 1 | 0.9 |
| Newfoundland | 2 | 1.4 | 2 | 5.2 | - | - | - | - |
| Prince Edward Island | 1 | 0.6 | - | - | - | - | 1 | 0.9 |
| Nova Scotia | 1 | 0.6 | - | - | 2 | 1.5 | - | - |
| New Brunswick | - | - | - | - | 1 | 0.6 | - | - |
| Quebec | 3 | 3.9 | 1 | 2.0 | 3 | 2.8 | 5 | 17.1 |
| Ontario | 45 | 101.3 | 32 | 66.1 | 14 | 17.0 | 14 | 18.8 |
| <i>Prairies</i> | 15 | 16.0 | 17 | 76.9 | 7 | 21.0 | 8 | 8.3 |
| Manitoba | 4 | 4.0 | 5 | 22.9 | 3 | 6.6 | 1 | 0.7 |
| Saskatchewan | 5 | 7.2 | 3 | 22.4 | 1 | 8.4 | 1 | 2.0 |
| Alberta | 6 | 4.8 | 9 | 31.6 | 3 | 6.0 | 6 | 5.6 |
| British Columbia | 5 | 48.2 | 4 | 6.2 | 1 | 0.6 | 2 | 2.2 |
| More than One Province | - | - | - | - | - | - | - | - |
| Federal | 5 | 19.7 | 10 | 44.4 | 4 | 6.3 | 1 | 9.0 |
| Private Sector | | | | | | | | |
| CANADA | 28 | 54.2 | 53 | 63.1 | 39 | 125.0 | 28 | 57.0 |
| <i>Atlantic</i> | 1 | 0.6 | 6 | 5.1 | 3 | 2.5 | 1 | 0.5 |
| Newfoundland | 1 | 0.6 | 2 | 1.9 | 1 | 0.6 | - | - |
| Prince Edward Island | - | - | 1 | 0.7 | - | - | - | - |
| Nova Scotia | - | - | - | - | 1 | 0.7 | 1 | 0.5 |
| New Brunswick | - | - | 3 | 2.5 | 1 | 1.2 | - | - |
| Quebec | 8 | 14.3 | 4 | 2.4 | 12 | 67.9 | 3 | 3.4 |
| Ontario | 12 | 20.0 | 22 | 26.4 | 7 | 18.0 | 12 | 36.2 |
| <i>Prairies</i> | 2 | 4.5 | 12 | 12.3 | 1 | 1.4 | 4 | 3.0 |
| Manitoba | - | - | 1 | 0.7 | 1 | 1.4 | 2 | 1.6 |
| Saskatchewan | - | - | 4 | 4.4 | - | - | - | - |
| Alberta | 2 | 4.5 | 7 | 7.2 | - | - | 2 | 1.4 |
| British Columbia | 1 | 0.6 | 2 | 1.2 | 9 | 12.6 | - | - |
| More than One Province | 1 | 0.9 | 2 | 1.3 | - | - | - | - |
| Federal | 3 | 13.4 | 5 | 14.5 | 7 | 22.8 | 8 | 14.0 |

Table D

Major Wage Settlements, by Public and Private Sectors,
by Year and Quarter

| | Public Sector | | | | Private Sector | | | | All Sectors | | | |
|-------------|---------------|---------|---------|-----------|----------------|---------|--------|-----------|-------------|---------|---------|-----------|
| | Agmts. | Dur. | Empls. | Avg. Adj. | Agmts. | Dur. | Empls. | Avg. Adj. | Agmts. | Dur. | Empls. | Avg. Adj. |
| | (Months) | (000's) | (%) | | (Months) | (000's) | (%) | | (Months) | (000's) | (%) | |
| Year | | | | | | | | | | | | |
| 1979 | 317 | 24.3 | 756.0 | 9.5 | 252 | 27.2 | 387.0 | 11.1 | 569 | 25.3 | 1,142.9 | 10.0 |
| 1980 | 325 | 26.0 | 919.4 | 10.9 | 233 | 27.5 | 298.8 | 11.7 | 558 | 26.3 | 1,218.2 | 11.1 |
| 1981 | 290 | 18.9 | 577.6 | 13.1 | 210 | 27.3 | 323.4 | 12.6 | 500 | 21.9 | 901.0 | 13.0 |
| 1982 | 319 | 14.6 | 865.1 | 10.4 | 189 | 25.2 | 282.2 | 9.5 | 508 | 17.2 | 1,147.3 | 10.2 |
| 1983 | 458 | 19.6 | 1,241.6 | 4.6 | 200 | 25.0 | 302.8 | 5.5 | 658 | 20.6 | 1,544.3 | 4.8 |
| 1984 | 277 | 17.0 | 637.4 | 3.9 | 282 | 26.1 | 518.8 | 3.2 | 559 | 21.1 | 1,156.2 | 3.6 |
| 1985 | 316 | 21.7 | 566.8 | 3.8 | 200 | 30.1 | 271.8 | 3.3 | 516 | 24.5 | 838.6 | 3.7 |
| 1986 | 322 | 25.4 | 711.2 | 3.6 | 231 | 26.0 | 410.2 | 3.0 | 553 | 25.6 | 1,121.5 | 3.4 |
| 1987 | 270 | 29.4 | 824.3 | 4.1 | 208 | 31.4 | 287.0 | 3.8 | 478 | 29.9 | 1,111.3 | 4.0 |
| 1988 | 301 | 24.0 | 698.6 | 4.0 | 241 | 27.2 | 484.1 | 5.0 | 542 | 25.3 | 1,182.7 | 4.4 |
| 1989 | 295 | 30.0 | 737.6 | 5.2 | 158 | 28.5 | 264.2 | 5.2 | 453 | 29.6 | 1,001.8 | 5.2 |
| 1990 | 283 | 27.4 | 677.8 | 5.6 | 224 | 29.7 | 468.5 | 5.7 | 507 | 28.4 | 1,146.4 | 5.6 |
| 1991 | 365 | 16.0 | 1,121.7 | 3.4 | 182 | 29.2 | 224.0 | 4.4 | 547 | 18.2 | 1,345.6 | 3.6 |
| 1992 | 302 | 21.7 | 977.3 | 2.0 | 194 | 32.2 | 329.5 | 2.5 | 496 | 24.3 | 1,306.8 | 2.1 |
| 1993 | 347 | 23.4 | 1,012.0 | 0.6 | 171 | 25.2 | 400.5 | 0.8 | 518 | 23.9 | 1,412.5 | 0.7 |
| 1994 | 299 | 26.5 | 719.8 | 0.0 | 135 | 34.5 | 222.8 | 1.2 | 434 | 28.4 | 942.6 | 0.3 |
| 1995 | 216 | 31.5 | 630.9 | 0.6 | 186 | 35.8 | 277.9 | 1.4 | 402 | 32.8 | 908.8 | 0.9 |
| 1996 | 213 | 31.6 | 565.9 | 0.5 | 164 | 34.9 | 243.9 | 1.7 | 377 | 32.6 | 809.8 | 0.9 |
| 1997 | 221 | 30.2 | 371.3 | 1.1 | 160 | 38.0 | 324.1 | 1.8 | 381 | 33.8 | 695.4 | 1.5 |
| 1998 | 219 | 31.0 | 646.1 | 1.6 | 177 | 34.3 | 270.8 | 1.8 | 396 | 32.0 | 916.9 | 1.6 |
| 1999 | 206 | 35.1 | 498.3 | 1.9 | 148 | 38.6 | 299.3 | 2.6 | 354 | 36.4 | 797.6 | 2.2 |

* Year to Date

Quarter

| | | | | | | | | | | | | | |
|------|-----|----|------|-------|-----|----|------|-------|-----|-----|------|-------|-----|
| 1996 | I | 51 | 43.6 | 120.5 | 0.2 | 32 | 33.4 | 46.3 | 1.3 | 83 | 40.8 | 166.8 | 0.5 |
| | II | 75 | 27.6 | 287.9 | 0.6 | 48 | 37.5 | 46.6 | 1.6 | 123 | 29.0 | 334.5 | 0.7 |
| | III | 48 | 28.8 | 81.4 | 0.5 | 49 | 29.0 | 64.9 | 1.8 | 97 | 28.9 | 146.3 | 1.1 |
| | IV | 39 | 30.9 | 76.2 | 0.8 | 35 | 38.8 | 86.0 | 2.0 | 74 | 35.1 | 162.2 | 1.5 |
| 1997 | I | 53 | 29.7 | 89.1 | 1.0 | 30 | 35.8 | 40.4 | 2.2 | 83 | 31.6 | 129.5 | 1.3 |
| | II | 72 | 26.1 | 98.8 | 0.8 | 60 | 34.5 | 147.1 | 1.9 | 132 | 31.1 | 246.0 | 1.5 |
| | III | 34 | 31.0 | 44.6 | 0.8 | 41 | 38.2 | 90.7 | 1.5 | 75 | 35.8 | 135.2 | 1.3 |
| | IV | 62 | 33.1 | 138.8 | 1.6 | 29 | 50.8 | 45.9 | 1.8 | 91 | 37.5 | 184.7 | 1.7 |
| 1998 | I | 45 | 36.4 | 97.0 | 1.9 | 23 | 33.6 | 38.3 | 2.3 | 68 | 35.6 | 135.3 | 2.0 |
| | II | 55 | 31.7 | 157.9 | 1.7 | 70 | 27.9 | 110.7 | 1.6 | 125 | 30.2 | 268.6 | 1.7 |
| | III | 51 | 33.2 | 185.9 | 1.2 | 51 | 40.8 | 84.0 | 1.7 | 102 | 35.5 | 269.9 | 1.4 |
| | IV | 68 | 25.9 | 205.3 | 1.7 | 33 | 39.5 | 37.8 | 1.9 | 101 | 28.0 | 243.1 | 1.7 |
| 1999 | I | 77 | 32.5 | 191.7 | 1.3 | 28 | 38.7 | 54.2 | 2.2 | 105 | 33.9 | 245.9 | 1.5 |
| | II | 66 | 37.8 | 200.7 | 2.4 | 53 | 41.4 | 63.1 | 2.4 | 119 | 38.6 | 263.8 | 2.4 |
| | III | 32 | 36.4 | 49.7 | 2.4 | 39 | 37.2 | 125.0 | 2.3 | 71 | 36.9 | 174.7 | 2.3 |
| | IV | 31 | 33.7 | 56.2 | 2.1 | 28 | 38.5 | 57.0 | 3.7 | 59 | 36.1 | 113.3 | 2.9 |

Agmts. - Number of Agreements
 Avg. Adj. - Average Annual Adjustment
 Dur. - Average Agreement Duration
 Empls. - Number of Employees

Table E
Selected Economic Indicators,
by Year and Quarter

| | 1997 | 1998 | 1999 | 1999 | | | |
|--|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| | | | | 1 | 2 | 3 | 4 |
| Wage Settlements (%) | 1.5 | 1.6 | 2.2 | 1.5 | 2.4 | 2.3 | 2.9 |
| Public Sector (%) | 1.1 | 1.6 | 1.9 | 1.3 | 2.4 | 2.4 | 2.1 |
| Private Sector (%) | 1.8 | 1.8 | 2.6 | 2.2 | 2.4 | 2.3 | 3.7 |
| Agreements in Force (%) | 1.2 | 1.7 | 1.6 | 1.8 | 1.7 | 1.5 | 1.5 |
| Public Sector (%) | 0.9 | 1.3 | 1.3 | 1.4 | 1.4 | 1.3 | 1.2 |
| Private Sector (%) | 1.8 | 2.3 | 2.2 | 2.5 | 2.2 | 1.9 | 2.0 |
| Consumer Price Index Per Cent Change ¹ | 1.6 | 0.9 | 1.9 | 0.8 | 1.6 | 2.2 | 2.4 |
| GDP ² at Factor Cost ³ Per Cent Change ¹ | 4.1 | 2.9 | 4.0 | 3.1 | 3.7 | 4.7 | 4.6 |
| Labour Productivity (%) | 2.0 | 1.3 | 0.5 | -0.1 | 0.3 | 0.9 | 1.4 |
| Unit Labour Cost (%) | 1.0 | 1.5 | -1.4 | -0.5 | -1.1 | -1.3 | -2.0 |
| Unemployment Rate ³ (%) | 9.1 | 8.3 | 7.6 | 7.9 | 7.8 | 7.6 | 7.0 |
| Employment (000's) ³ | 13,774 | 14,140 | 14,531 | 14,395 | 14,484 | 14,532 | 14,690 |
| Per Cent Change ¹ | 1.9 | 2.7 | 2.8 | 2.9 | 2.8 | 2.6 | 2.7 |
| Average Weekly Earnings ³ | \$ 598.26 | \$ 606.31 | \$ 610.68 | \$ 606.07 | \$ 608.67 | \$ 611.93 | \$ 616.04 |
| Per Cent Change ¹ | 2.1 | 1.3 | 0.7 | -0.2 | 0.4 | 1.1 | 1.3 |
| Average Hourly Earnings | \$ 14.87 | \$ 15.12 | \$ 15.34 | \$ 15.39 | \$ 15.28 | \$ 15.20 | \$ 15.47 |
| Per Cent Change ¹ | 1.1 | 1.7 | 1.4 | 1.9 | 0.5 | 1.6 | 1.8 |

¹ Per cent change from the same period of the previous year.

² GDP – Gross domestic product at factor cost (1992) prices.

³ Seasonally adjusted data.

TECHNICAL NOTES

The information in this report is produced from collective agreement settlements in Canada which cover 500 or more employees in all industries. A few settlements are excluded where the basis of payment is on a piece/mileage rate basis.

The construction industry is excluded prior to 1983.

The Base Rate

The base rate is the lowest paid classification used for qualified workers in the bargaining unit. In most instances, the base rate is the rate of pay for an unskilled or semi-skilled classification of workers. However, this is not the case in contracts covering only skilled workers and professional employees.

As only the base rate in a contract is used, the resulting data on percentage change do not necessarily reflect the average wage change for all workers in the bargaining unit. For example, where an across-the-board increase is negotiated for all classifications in cents per hour (or other money terms), measurement on the base rate produces higher results than measurement on any higher rate, including the average rate. Where varying percentage or money increases are negotiated for different classifications, measurement on the base rate may produce results that are higher or lower than measurement on the average rate. Where an across-the-board increase is negotiated for all classifications in percentage terms, measurement on the base rate produces results identical to measurement on any other rate, including the average rate. It should be noted that information on the average rate for all employees in a bargaining unit is not available.

Effective Wage Increase

The effective wage increase is the increase in rates of pay including estimated cost-of-living allowance (COLA) payments. Estimates of the yield of COLA clauses are obtained by quantifying the characteristics of these clauses in each agreement and applying a combination of actual Consumer Price Index (CPI) increases available to date plus a specified projected inflation rate for the remainder of the contract duration. In

succeeding quarters, these estimates are revised using actual CPI values as they become available.

In the current report, an inflation projection of 2 per cent has been used when the actual rate is unknown. This figure is based on a rounded average of inflation forecasts and is intended for illustrative purposes only and does not constitute an official forecast by Human Resources Development Canada. The use of different inflation rate scenarios could result in varying settlement increases. The inflation projection used will be revised periodically to reflect prevailing economic conditions.

By including reasonable estimates of future payments under COLA clauses, the effective wage increase concept facilitates an accurate comparison of agreements with and without COLA and permits the aggregation of all agreements to yield an improved measure of wage settlements.

Public and Private Sectors

The principal unit of observation is the collective bargaining unit; however, the designation for inclusion in the public sector is by reference to characteristics of the employer with whom a bargaining unit negotiates. Reference to the employer characteristics makes the directives consistent with Statistics Canada's use of "institutional units" or "entities".

While the criteria relate to the classification of the public sector only, *the private sector is defined by exclusion.*

Public sector bargaining units negotiate wages or other working conditions with an employer who is part of, or an agent of, a government or a government business enterprise. The distinction between the two is whether the activity engaged in is "non-commercial" (Government) or "commercial" (Government Business Enterprise).

Government (Non-Commercial)

The government component comprises all non-commercial entities controlled by governments and mainly financed out of general taxation or other public

funds. These entities provide goods and/or services free or at non-market prices (not having a view to profit).

Sub-sectors of the government component are identified below:

(1) Federal Government

Collective bargaining in the Federal Government component is conducted under the *Public Service Staff Relations Act* (Parts 1 and 2), and the *Parliamentary Employment and Staff Relations Act*.

(2) Provincial and Territorial Governments

- (a) provincial and territorial government administration;
- (b) health, education and social services agencies or institutions:
 - (i) public hospitals,
 - (ii) provincial residential care facilities,
 - (iii) universities,
 - (iv) colleges, vocational and trade institutions,
 - (v) social services business enterprise,
 - (vi) provincial elementary and secondary schools.

(3) Local Government Administration

- (a) local government organizations such as: municipalities, boards, commissions;
- (b) school boards;
- (c) social services: establishments at the local level primarily engaged in providing basic domiciliary care only, such as homes for the aged, blind or senile, boarding houses for the aged, day nurseries, shelters, etc.

Government Business Enterprise (Commercial)

The commercial component of the public sector is divided into three broad sub-groupings, based on degree

of governmental control, as follows:

(1) Direct Control

A commercial enterprise is directly controlled by a government if one of the following conditions is met:

- (a) a government holds more than 50 per cent of its voting equity, directly;
- (b) a government has irrevocable options or the right to acquire shares, or convertible debt or equity, exercisable at the discretion of that government.

(2) Effective Control

A commercial enterprise is effectively controlled by a government if one of the following conditions is met:

- (a) the government holds a significant voting ownership in a public enterprise, where "significant" is understood as:
 - (i) the holding is the largest block of voting equity; and
 - (ii) the holding exceeds 33.3 per cent of the voting equity; and
 - (iii) the block is larger than the combined percentage of the next two largest blocks;
- (b) the commercial enterprise declares that it is effectively controlled by a government;
- (c) there exists a method or variety of methods (e.g. significant voting ownership of the enterprise, technological agreements, supply controls or contracts, management contracts, interlocking directorships, etc.)

(3) Indirect Control

A business enterprise is indirectly controlled by a government if that government directly or effectively controls a government business enterprise, which in turn directly or effectively controls that enterprise.

SECTION 2

EXPIRIES AND REOPENERS OF MAJOR COLLECTIVE AGREEMENTS IN APRIL, MAY AND JUNE 2000

Note: Reopeners listed may be negotiated for wage provisions¹ and/or other provisions²

The full 2000 Calendar of Major Collective Agreement Expiries and Reopeners will soon be available on the Workplace Information Directorate Web Site at: <http://labour-travail.hrdc-drhc.gc.ca/doc/wid-dimt/eng/expreo.cfm>

| Company and Location | Union and Occupation | Number of Employees | Industry |
|-------------------------|-------------------------|------------------------|----------|
|-------------------------|-------------------------|------------------------|----------|

APRIL 2000

QUEBEC

| | | | |
|--|--|-----|---------------|
| Johnson & Johnson Products Inc., Montréal | Communications, Energy and Paperworkers Union of Canada (CLC) (hourly rated employees) | 500 | Manufacturing |
|--|--|-----|---------------|

ONTARIO

| | | | |
|--------------------------------|---|-------|---------------|
| Budd Canada Inc., Kitchener | Natl. Automobile, Aerospace, Transportation and General Workers Union of Canada (CAW-Canada) (CLC) (plant and maintenance employees) | 1,340 | Manufacturing |
|--------------------------------|---|-------|---------------|

| | | | |
|--|--|-------|--------------|
| Electrical Power Systems Construction Association, province-wide | Various construction unions (construction trades - all) | 1,000 | Construction |
|--|--|-------|--------------|

| | | | |
|--------------------------------|--|-----|---------------|
| Kellogg Canada Inc., London | American Federation of Grain Millers (AFL-CIO/CLC) (plant and maintenance employees) | 600 | Manufacturing |
|--------------------------------|--|-----|---------------|

| | | | |
|--|---|-------|-------|
| Loblaws Supermarkets Limited, Nepean and Gloucester | United Food and Commercial Workers Intl. Union (AFL-CIO/CLC) (retail employees) | 1,400 | Trade |
|--|---|-------|-------|

| | | | |
|---|---|-----|---------------|
| TRW Canada Limited, Linkage and Suspension Division, St. Catharines | Thompson Products Employees Assn. (Ind.) (plant and maintenance employees) | 800 | Manufacturing |
|---|---|-----|---------------|

BRITISH COLUMBIA

| | | | |
|---|--|-------|--------------------------|
| ² Workers' Compensation Board of British Columbia, province-wide | Compensation Employees Union (Ind.) (office, clerical and technical employees) | 2,400 | Public Administration |
|---|--|-------|--------------------------|

Services - Community, Business and Personal Services

| Company and Location | Union and Occupation | Number of Employees | Industry |
|----------------------|----------------------|---------------------|----------|
|----------------------|----------------------|---------------------|----------|

MORE THAN ONE PROVINCE

| | | | |
|--|--|-------|-----------------------|
| Air Canada, system-wide | Air Canada Pilots Association (Ind.) (pilots) | 2,100 | Transportation |
| Finning (Canada), Division of Finning International Ltd., province-wide, B.C. territory-wide, Y.T. | Intl. Assn. of Machinists and Aerospace Workers (AFL-CIO/CLC) (service, maintenance and warehouse employees) | 900 | Trade |
| Government of Canada, Canada-wide | Professional Institute of the Public Service of Canada (Ind.) (computer operators) | 7,600 | Public Administration |
| NDT Management Association, Canada-wide (excl. Que.) | United Assn. of Journeymen and Apprentices of the Plumbing and Pipe Fitting Industry of the United States and Canada (AFL-CIO/CFL) and Intl. Brotherhood of Boilermakers, Iron Ship Builders, Blacksmiths, Forgers and Helpers (AFL-CIO/CFL) (technical employees) | 1,200 | Services |
| Pipe Line Contractors Association of Canada, Canada-wide | Intl. Brotherhood of Teamsters (AFL-CIO/CLC) (truck drivers and warehouse employees) | 500 | Construction |
| Pipe Line Contractors Association of Canada, Canada-wide | Intl. Union of Operating Engineers (AFL-CIO) (operating engineers) | 2,000 | Construction |
| Pipe Line Contractors Association of Canada, Canada-wide | Laborers' Intl. Union of North America (AFL-CIO/CLC) (labourers and rodmen) | 2,000 | Construction |
| Pipe Line Constructors Association of Canada, Canada-wide | United Assn. of Journeymen and Apprentices of the Plumbing and Pipe Fitting Industry of the United States and Canada (AFL-CIO/CFL) (plumbers and pipefitters) | 600 | Construction |

MAY 2000

QUEBEC

| | | | |
|-----------------------------------|---|-----|---------------|
| Cleyn and Tinker Inc., Huntingdon | United Textile Workers of America (AFL-CIO/CLC) (plant and maintenance employees) | 500 | Manufacturing |
|-----------------------------------|---|-----|---------------|

Services - Community, Business and Personal Services

| Company and Location | Union and Occupation | Number of Employees | Industry |
|--|---|---------------------|-----------------------|
| QUEBEC (continued) | | | |
| Université du Québec à Chicoutimi, Chicoutimi | Fédération nationale des enseignantes et des enseignants du Québec (CNTU) (instructors, tutors and lecturers) | 620 | Services |
| Université de Montréal, Montréal | Syndicat général des professeurs de l'Université de Montréal (Ind.) (professors) | 1,510 | Services |
| Université du Québec à Montréal, Montréal | Cdn. Union of Public Employees (CLC) (support employees) | 1,450 | Services |
| ONTARIO | | | |
| Bertrand Faure Components Ltd., Mississauga and Metropolitan Toronto | United Steelworkers of America (AFL-CIO/CLC) (production employees) | 650 | Manufacturing |
| Brock Telecom Limited, Brockville | Communications, Energy and Paperworkers Union of Canada (CLC) (plant and maintenance employees) | 870 | Manufacturing |
| Inco Limited, Sudbury and Port Colborne | United Steelworkers of America (AFL-CIO/CLC) (smelting and refinery employees and plant and maintenance employees) | 4,910 | Primary |
| Mackie Automotive Systems, Whitby and Oshawa | Natl. Automobile, Aerospace, Transportation and General Workers Union of Canada (CAW-Canada) (CLC) (production employees) | 750 | Manufacturing |
| University of Ottawa, Ottawa | Assn. of Professors of the University of Ottawa (Ind.) (professors and librarians) | 850 | Services |
| MANITOBA | | | |
| Manitoba Hydro-Electric Board, province-wide | Intl. Brotherhood of Electrical Workers (AFL-CIO/CLC) (service and maintenance employees) | 2,300 | Other Utilities |
| ALBERTA | | | |
| City of Lethbridge, Lethbridge | Cdn. Union of Public Employees (CLC) (inside and outside employees) | 610 | Public Administration |

Services - Community, Business and Personal Services

| Company and Location | Union and Occupation | Number of Employees | Industry |
|----------------------|----------------------|---------------------|----------|
|----------------------|----------------------|---------------------|----------|

MORE THAN ONE PROVINCE

| | | | |
|--------------------------------------|--|-------|--------------------------|
| Government of Canada, Canada-wide | Public Service Alliance of Canada (CLC) (correctional officers) | 4,610 | Public Administration |
|--------------------------------------|--|-------|--------------------------|

JUNE 2000

NEW BRUNSWICK

| | | | |
|---|---|-------|----------|
| Government of New Brunswick, province-wide | New Brunswick Nurses Union (Ind.) (nurses) | 5,200 | Services |
|---|---|-------|----------|

QUEBEC

| | | | |
|--|---|-----|---------------|
| Aluminerie de Bécancour inc., Bécancour | Fédération des syndicats du secteur Aluminium inc. (Ind.) (plant and maintenance employees) | 790 | Manufacturing |
|--|---|-----|---------------|

| | | | |
|-------------------------------------|---|-----|---------------|
| CAE Electronics Ltd., St-Laurent | Communications, Energy and Paperworkers Union of Canada (CLC) (plant and maintenance employees) | 750 | Manufacturing |
|-------------------------------------|---|-----|---------------|

| | | | |
|-------------------------------|---|-------|----------|
| 1 Université Laval, Quebec | Cdn. Union of Public Employees (CLC) (office, clerical, technical and building maintenance employees) | 1,500 | Services |
|-------------------------------|---|-------|----------|

| | | | |
|-------------------------------|---|-------|----------|
| 1 Université Laval, Quebec | Fédération nationale des enseignantes et des enseignants du Québec (CNTU) (instructors, tutors and lecturers) | 1,000 | Services |
|-------------------------------|---|-------|----------|

| | | | |
|---------------------------------|---|-------|---------------|
| Prévost Car inc., Ste-Claire | Natl. Automobile, Aerospace, Transportation and General Workers Union of Canada (CAW-Canada) (CLC) (plant and maintenance employees) | 1,000 | Manufacturing |
|---------------------------------|---|-------|---------------|

ONTARIO

| | | | |
|--|---|-------|---------------|
| Bombardier de Havilland Inc., Downsview | Natl. Automobile, Aerospace, Transportation and General Workers Union of Canada (CAW-Canada) (CLC) (production, office, clerical and technical employees) | 3,400 | Manufacturing |
|--|---|-------|---------------|

| | | | |
|--------------------------------|---|-----|----------|
| Carleton University, Ottawa | Cdn. Union of Public Employees (CLC) (support employees) | 600 | Services |
|--------------------------------|---|-----|----------|

Services - Community, Business and Personal Services

| Company and Location | Union and Occupation | Number of Employees | Industry |
|--|--|---------------------|---------------|
| ONTARIO (continued) | | | |
| Cuddy Food Products, London | United Food and Commercial Workers Intl. Union (AFL-CIO/CLC) (plant and maintenance employees) | 890 | Manufacturing |
| Durham District School Board, Whitby | Cdn. Union of Public Employees (CLC) (teaching assistants) | 580 | Services |
| Hastings and Prince Edward District School Board, Belleville | Cdn. Union of Public Employees (CLC) (service and maintenance employees) | 700 | Services |
| Loblaws Supermarkets Limited, province-wide | United Food and Commercial Workers Intl. Union (AFL-CIO/CLC) (retail employees) | 9,400 | Trade |
| Metropol Security (Division of Barnes Security Services Ltd.), province-wide | United Steelworkers of America (AFL-CIO/CLC) (security guards) | 1,500 | Services |
| Peel District School Board, Mississauga | Cdn. Union of Public Employees (CLC) (library technicians) | 620 | Services |
| Peel District School Board, Mississauga | Cdn. Union of Public Employees (CLC) (service and maintenance employees) | 700 | Services |
| Peel District school Board, Mississauga | Elementary Teachers' Federation of Ontario (Ind.) (occasional teachers) | 1,130 | Services |
| Peel District School Board, Mississauga | Ontario Secondary School Teachers' Federation (CLC) (occasional teachers) | 510 | Services |
| Zehrs Markets, Division of Zehrmarkt Limited, province-wide | United Food and Commercial Workers Intl. Union (AFL-CIO/CLC) (retail employees) | 5,040 | Trade |

MANITOBA

| | | | |
|--|---|-----|----------|
| Red River Community College, Winnipeg | Manitoba Government Employees' Union (CLC) (instructors, tutors, lecturers, office, clerical and technical employees) | 850 | Services |
| St. James-Assiniboia School Division No. 2, St. James-Assiniboia | Manitoba Teachers' Society (Ind.) (elementary and secondary teachers) | 650 | Services |

Services - Community, Business and Personal Services

| Company and Location | Union and Occupation | Number of Employees | Industry |
|----------------------|----------------------|---------------------|----------|
|----------------------|----------------------|---------------------|----------|

MANITOBA (continued)

| | | | |
|--|--|-------|----------|
| Winnipeg School Division No. 1, Winnipeg | Manitoba Teachers' Society (Ind.) (elementary and secondary teachers and librarians) | 2,740 | Services |
|--|--|-------|----------|

SASKATCHEWAN

| | | | |
|---|--|-----|----------|
| Board of Education of St. Paul's Roman Catholic School Division No. 20, Saskatoon | Saskatchewan Teachers' Federation (Ind.) (elementary and secondary teachers) | 900 | Services |
|---|--|-----|----------|

| | | | |
|--|--|-------|----------|
| Board of Education of the Regina School Division No. 4, Regina | Saskatchewan Teachers' Federation (Ind.) (elementary and secondary teachers) | 1,480 | Services |
|--|--|-------|----------|

| | | | |
|---|--|-----|----------|
| Saskatchewan Institute of Applied Science and Technology, province-wide | Saskatchewan Government and General Employees' Union (CLC) (administrative services employees) | 580 | Services |
|---|--|-----|----------|

| | | | |
|---|--|-------|----------|
| Saskatchewan Institute of Applied Science and Technology, province-wide | Saskatchewan Government and General Employees' Union (CLC) (instructors, tutors, lecturers and librarians) | 1,000 | Services |
|---|--|-------|----------|

ALBERTA

| | | | |
|---------------------------------|--|-------|----------|
| University of Alberta, Edmonton | Assn. of Academic Staff: University of Alberta (Ind.) (professors) | 1,750 | Services |
|---------------------------------|--|-------|----------|

BRITISH COLUMBIA

| | | | |
|--|---|--------|---------------|
| Forest Industrial Relations Limited, Coast; Interior Forest Labour Relations Association, Southern Interior; Conifer (Council on Northern Interior Forest Employment Relations), Northern Interior; and Northwood Pulp and Timber Ltd., Houston, Fraser Region and Prince George | Industrial Wood and Allied Workers of Canada (CLC) (mill employees) | 20,700 | Manufacturing |
|--|---|--------|---------------|

| Company and Location | Union and Occupation | Number of Employees | Industry |
|----------------------|----------------------|---------------------|----------|
|----------------------|----------------------|---------------------|----------|

BRITISH COLUMBIA (continued)

| | | | |
|--|--|-------|---------------|
| Weldwood of Canada Limited, Cariboo Division, Quesnel; Weldwood of Canada Limited, Williams Lake Division, Williams Lake; and Welwood of Canada Limited, 100 Mile House Operations, 100 Mile House | Industrial Wood and Allied Workers of Canada (CLC) (mill, office and clerical employees) | 1,090 | Manufacturing |
|--|--|-------|---------------|

YUKON

| | | | |
|-------------------------------------|---|-----|----------|
| Government of Yukon, territory-wide | Yukon Teachers Assn. (Ind.) (elementary and secondary teachers) | 630 | Services |
|-------------------------------------|---|-----|----------|

MORE THAN ONE PROVINCE

| | | | |
|---|--|-------|-----------------------|
| Cabano-Kingsway Transport Inc., province-wide, Ont., Que. and Maritimes | Intl. Brotherhood of Teamsters (AFL-CIO/CLC) (truck drivers, mechanics and warehouse employees) | 900 | Transportation |
| Canadian Broadcasting Corporation, Canada-wide | Assn. of Professionals and Supervisors of the Cdn. Broadcasting Corporation (Ind.) (supervisors) | 590 | Communications |
| Government of Canada, Canada-wide | Professional Institute of the Public Service of Canada (Ind.) (auditors) | 8,980 | Public Administration |
| NAV CANADA, Canada-wide | Public Service Alliance of Canada (CLC) (administrative and support employees) | 950 | Other Utilities |
| Professional Association of Canadian Theatres, Canada-wide | Cdn. Actors Equity Assn. (CLC) (stage entertainers) | 4,300 | Services |

The full 2000 Calendar of Major Collective Agreement Expiries and Reopeners will soon be available on the Workplace Information Directorate Web Site at:

<http://labour-travail.hrdc-drhc.gc.ca/doc/wid-dimt/eng/expreo.cfm>

SELECTED PROVISIONS IN MAJOR COLLECTIVE AGREEMENTS*

Organization of Working Time – Job Sharing, Flexible Hours and Overtime, Right to Refuse and Compensatory Leave – in Major Collective Agreements by Major Industry in Canada, in June 1988 and January 1998

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Introduction

For many working people today, maintaining a balance between their work and family responsibilities has become a growing concern. According to the Conference Board of Canada,¹ the percentage of working parents expressing difficulty in reconciling their work and family obligations has increased from 27 per cent to approximately 50 per cent of the labour force over a 10-year period. Other studies² have shown the need for employers to institute practices and policies which allow for greater harmonization of work and family responsibilities in order to recruit and retain employees, reduce absenteeism and increase productivity. The Government of Canada in its Speech from the Throne of October 12, 1999, has also made a commitment towards the implementation of more family-friendly policies, both as an employer as well as for those employers subject to the relevant federal legislation.

This first article, as part of a series of upcoming articles on **family-friendly provisions**, provides an overview of the changes that have taken place from 1988 to 1998 in working time provisions, and more specifically those provisions related to job sharing, flexible hours and overtime, including the right to refuse overtime and compensatory leave. The organization of working time clearly plays a key role in the reconciling of work and family responsibilities for a

large number of workers, including those with young children or caring for an aging parent, in that a reduction in hours of work and overtime as well as more flexible work schedules can provide a means of counterbalancing their work and personal obligations.

The following provides an overview of the change in the incidence of these provisions by major industry sector, followed by examples of specific clauses found in current collective agreements available from the Workplace Information Directorate's Collective Agreements Library.

Primary Industries

Statistical Analysis

It should first be noted that the number of major collective agreements in this sector has considerably decreased over the 10-year period.³ A total of 24 collective agreements covering 24,891 workers were in effect in 1988, as compared to only 15 collective agreements for 13,150 workers in 1998.

There has generally been very little change in the organization of working time provisions in this sector. In 1988, 51.3 per cent of employees were entitled to

* Major collective agreements are those covering 500 or more employees.

¹ MacBride-King, Judith L. and Kimberley Bachmann, *Solutions for the Stressed-Out Worker*, Ottawa: The Conference Board of Canada, 1999.

² Martinez, Michelle Neely, "The Proof is in the Profits: Why Top Companies Now View Family-Friendly Policies as a Competitive Tool", *Working Mother*, May 1997; Duxbury, L. and Higgins, C. *Work-Life Balance in Saskatchewan: Realities and Challenges*, August, 1998; Centre for International Statistics/Council on Social Development, *Work, Family and Community: Key Issues and Directions for Future Research*, Labour Program, HRDC, April 1999.

³ Collective agreements in effect in January 1988 and January 1998.

a compressed work week compared to 59.1 per cent of workers in 1998, while a majority of workers in both 1988 and 1998 had a conditional right to refuse overtime. A notably increased proportion of workers, however, were entitled to compensatory leave, from 16.6 per cent of workers in 1988 to 33.0 per cent in 1998.

Example

The collective agreement between the Hudson Bay Mining and Smelting Company and the United Steelworkers of America, Local 7106, provides for the **conversion of accumulated overtime hours into compensatory leave** in lieu of remuneration.

Manufacturing Sector

Statistical Analysis

Both the number of collective agreements and the number of workers in this sector have substantially decreased over the last 10 years. A total of 181 collective agreements covering 215,695 workers were in effect in 1988 compared to 133 collective agreements for 154,451 employees in 1998.

In this sector, nearly 1.2 per cent of workers were eligible for a job sharing provision in either year. However, the percentage of workers entitled to a compressed work week (with the employer's concurrence) increased from 9.0 per cent in 1988 to 20.5 per cent in 1998. There has also been a slight increase in the percentage of workers entitled to compensatory leave for overtime worked, from 14.5 per cent in 1988 to 20.6 per cent in 1998. In 1988 as in 1998, approximately 18.0 per cent of employees had an unconditional right to refuse overtime, while 70.0 per cent had a right to refuse under certain conditions.

Examples

Employees covered by the agreement between Connaught Laboratories Limited and Communications, Energy and Paperworkers Union of Canada, Local 1701, are eligible for a **job sharing** provision, whereby two employees performing similar duties, can share one full-time position in order to work part time.

In recognition of employee needs in terms of flexibility, employees are also entitled to a **flexible work schedule**. While conforming to the organization's operational requirements, employees may choose either fixed or variable start and finish times.

The agreement between Dairyworld Foods and the International Brotherhood of Teamsters, Local 464, provides for the conversion of **overtime worked into compensated time off** to a maximum of two weeks.

Construction Sector

Statistical Analysis

The sample for this sector has remained relatively the same over the period observed, with a total of 90,008 workers in 1988 compared to 91,641 workers in 1998.

Of note in this sector is the substantial increase in the percentage of employees with an unconditional right to refuse overtime. In 1988, only 22.6 per cent of workers had this entitlement as compared to 61.3 per cent in 1998.

Example

The collective agreement between l'Association de la construction du Québec and the coalition formed by the CPQMC-International and the FTQ-Construction provides for the **right to refuse overtime** which is assigned on a voluntary basis only and wherefore no employee is penalized for refusing to work overtime, except in an emergency situation as verified by the employer.

Transportation, Communications and Other Utilities

Statistical Analysis

The number of workers in this sector has grown from a total of 213,454 workers in 1988 to 263,877 employees in 1998.

The proportion of workers eligible for a job sharing arrangement increased from 0.2 per cent of employees in 1988 to 13.8 per cent in 1998. The percentage of workers entitled to a compressed work week (with

the employer's concurrence) also increased significantly from 13.9 per cent of employees in 1988 to 30.7 per cent in 1998. While the proportion of employees entitled to compensatory leave has also grown considerably from 73.6 per cent in 1988 to 89.1 per cent in 1998, it is particularly interesting to note that workers have increasingly more options available in terms of accumulated overtime, such as the transfer of overtime hours into a Registered Retirement Savings Plan, and the option of either being paid for and/or banking of overtime.

Examples

Full-time employees of Bell Canada represented by the Communications, Energy and Paperworkers Union of Canada, are eligible for **telework** when deemed appropriate by the organization. In this event, all related expenditures, such as for equipment and furniture, are assumed by the organization. Employees must also have access to an enclosed and safe working area which meets those standards established by the employer.

The agreement between AT&T and the National Automobile, Aerospace, Transportation and General Workers Union of Canada, Local 2000, provides for a **reduction in the hours of work**, if so desired, by employees with a newborn or recently adopted child.

The collective agreement between British Columbia Hydro and Power Authority and the Office and Professional Employees International Union, Local 378, allows for a **voluntary reduction in the weekly hours of work** from 37.5 to 35 hours with the option of continuing to work a 37.5 hour schedule and accumulating or being paid for an additional 17 days per year.

The agreement between Hydro-Québec and le Syndicat professionnel des ingénieurs d'Hydro-Québec inc. provides for a **flexible work schedule** whereby, employees may vary their hours of work while ensuring adherence to specified core hours.

Finance, Insurance and Real Estate

Statistical Analysis

The number of workers in this sector grew from a total of 72,254 workers in 1988 to 88,094 in 1998. Although the incidence of working time provisions has not varied

to the same extent as other sectors may have, some degree of change is nonetheless noted. For instance, the percentage of workers eligible for job sharing grew from 1.3 per cent in 1988 to 9.4 per cent in 1998. While approximately 16 per cent of workers in both years were entitled to compressed hours of work (with the employer's concurrence), 8.1 per cent of employees had an unconditional right to refuse overtime and 83.0 per cent had the right to refuse under certain conditions in 1988, whereas 15.2 per cent could unconditionally refuse overtime and 60.9 per cent under certain conditions only in 1998. The percentage of workers entitled to compensatory leave has remained relatively the same, with 32.4 per cent of workers in 1988 and 36.1 per cent in 1998.

Examples

The agreement between the Insurance Corporation of British Columbia and the Office and Professional Employees International Union, Local 378, provides for a number of provisions which address work and family balance. These include the eligibility for a **compressed work week, variable hours** and the possibility to **exchange shifts with other colleagues** within the same classification. The agreement also provides for **compensatory leave for overtime worked** as well as a **job sharing** option.

In addition to the greater flexibility afforded by the implementation of **job sharing and variable hours**, employees covered by the agreement between the Saskatchewan Crop Insurance Corporation and the Saskatchewan Public Service Union are now also eligible for **telework**. Among the prescribed conditions and procedures is the review of telework requests by the Occupational Safety Committee in order to identify potential hazardous situations. Regardless of telework being performed away from employer premises, the employer will nonetheless recognize those claims filed with the Workers Compensation Board and agrees to assume all reasonable costs associated with telework.

Community, Business and Personal Services

Statistical Analysis

The number of workers in this sector has grown from a total of 510,936 in 1988 to 627,137 employees in 1998. Meanwhile, the percentage of employees eligible for a job sharing arrangement nearly doubled

from 15.6 per cent in 1988 to 28.5 per cent in 1998. Between 18.0 per cent and 23.0 per cent of workers both in 1988 and 1998 were entitled to a compressed work week while the percentage of employees with an unconditional right to refuse overtime remained relatively the same, with 28.8 per cent of workers in 1988 and 24.1 per cent in 1998. The proportion of workers able to refuse overtime under certain circumstances increased from 15.8 per cent in 1988 to 23.6 per cent in 1998, whereas, compensatory leave was afforded to a substantially increased 79.2 per cent of workers in 1998, up from the 54.8 per cent of employees in 1988.

Example

Employees covered by the agreement between the Board of School Trustees of School District No. 61 (Greater Victoria) and Canadian Union of Public Employees, Local 947, are entitled to **flexible hours** as well as a maximum of 10 days of **compensatory leave for overtime worked**. In addition, indeterminate employees within the same classification are also eligible for **job sharing**, in accordance with specified conditions such as a duration of a minimum of four months and a maximum of one year.

Public Administration

Statistical Analysis

The number of workers in this sector has decreased from 481,215 in 1988 to 337,873 workers in 1998. The only notable change in this sector consists of the substantial increase in the percentage of workers eligible for job sharing, from a marginal 4 per cent of workers in 1988 to 39.3 per cent in 1998. As this

type of provision is normally seen as a form of employment security, in all probability, its growing incidence is attributable to the massive job cuts that have taken place over the last few years. No other notable change, as concerns other working time provisions, is noted.

Example

The agreement between the City of Montréal and the Syndicat des professionnels de la ville de Montréal et de la Communauté urbaine de Montréal provides employees with a distinctive **flexible work** arrangement in that the hours of work are distributed on an annual rather than weekly basis, with an annual requirement of 1,820 hours.

Conclusion

As illustrated by the above overview, the provision for job sharing has increased quite considerably for certain major industry sectors. This can be attributed to both the recognition of the need for work and family balance and the provision of job security measures during a period of major organizational restructuring. The opportunity of working from home is also increasingly negotiated, with in fact more prescribed conditions and procedures than in the past, where these provisions tended to be less standardized. The advent of newer technology also lends itself to these types of working arrangements. Provisions which allow for the conversion of overtime hours into compensated time off as well as increasingly diversified flexible work schedules with a variety of formulas are now customarily found in major collective agreements. It can therefore be concluded that provisions related to the organization of working time have progressed substantially during the period examined, which in turn has led to a greater equilibrium between work and family obligations.

The Workplace Information Directorate provides a variety of information on innovative workplace practices in each issue of the Workplace Gazette.

*For more information on workplace innovations, please contact
the **Workplace Information Directorate** directly at*

*1 800 567-6866 or (819) 997-3117
or visit our Internet site at <http://labour.hrdc-drhc.gc.ca/>*

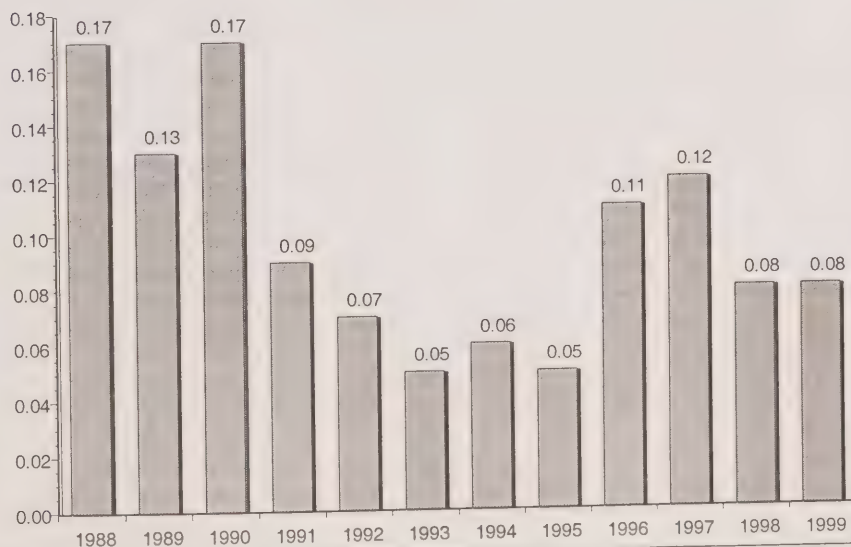
WORK STOPPAGES* – THIRD QUARTER OVERVIEW – 1999 AND CHRONOLOGICAL PERSPECTIVE

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Summary

- Time not worked as a result of strikes and lockouts in 1999 amounted to 2,498,581 person-days. This total is lower than the 1989-1998 average of 2,751,896 person-days lost
- The number of workers involved in labour disputes in 1999 totalled 158,288, that is lower than the previous 10-year average of 223,414 workers
- There were 324 work stoppages in 1999, compared with the 1989-1998 annual average of 341 stoppages
- The value of 15.8 person-days not worked per worker involved in disputes in 1999, is higher than the previous 10-year average of 13.2 days
- Eight major work stoppages occurring during 1999 accounted for approximately 37 per cent of the total person-days not worked

Major Work Stoppages
Time not worked as a percentage of total working time
1988 – 1999



Source: Workplace Information Directorate

* Involving one or more employees.

- A strike by 9,500 **Bell Canada** employees in Ontario and Quebec, accounted for 220,500 person-days not worked in 1999, approximately 9 per cent of the year total. The main issues were wages and job security
- The strike of 1,500 **Hydro-Québec** technicians, trades and office employees represents 150,000 person-days not worked in 1999, which is approximately 6 per cent of the total number of person-days lost of the year total. Once again, wages were the main issue
- Three strikes with the **Toronto District School Board** involving a total of 14,000 Canadian Union of Public Employees workers accounted for 140,000 person-days not worked in 1999, approximately 5.6 per cent of the year total
- Two other work stoppages exceeded the 100,000 person-days not worked level in 1999 which are the **Government of Quebec** nurses strike by 4,750 employees and the lockout at **MTS Communications Inc.** in Manitoba in which 1,400 employees have participated. The strikes have respectively reached 104,500 and 103,000 person-days not worked
- Three other work stoppages together accounted for approximately 8.6 per cent of the total person-days lost during 1999, as follows: **Government of Canada**, 1,600 employees across the country; **various British-Columbia medical facilities**, 6,500 practitioners, province-wide; and finally, **Inco Ltd.** of Manitoba, 1,060 employees

Table I
Work Stoppages by Jurisdiction – 1999

| Jurisdiction | Ongoing during the Fourth Quarter, 1999 | | | Cumulative to December 31, 1999 | | |
|------------------------------------|---|------------------|------------------------|---------------------------------|------------------|------------------------|
| | Stoppages | Workers Involved | Person-Days Not Worked | Stoppages | Workers Involved | Person-Days Not Worked |
| Newfoundland | 4 | 561 | 1,280 | 16 | 6,224 | 60,100 |
| Prince Edward Island | - | - | - | - | - | - |
| Nova Scotia | 6 | 1,370 | 16,700 | 18 | 2,591 | 66,160 |
| New Brunswick | 1 | 10 | 150 | 8 | 2,745 | 24,215 |
| Quebec | 52 | 7,382 | 78,034 | 142 | 27,064 | 692,306 |
| Ontario | 57 | 7,314 | 136,700 | 137 | 47,809 | 675,060 |
| Manitoba | 2 | 1,145 | 55,590 | 7 | 1,704 | 86,400 |
| Saskatchewan | 2 | 205 | 12,540 | 8 | 21,253 | 77,930 |
| Alberta | 5 | 558 | 12,230 | 11 | 3,957 | 40,750 |
| British Columbia | 22 | 7,811 | 47,920 | 48 | 22,383 | 246,120 |
| More Than One Province | - | - | - | - | - | - |
| Total Provinces | 151 | 26,356 | 361,144 | 395 | 135,730 | 1,969,041 |
| <i>Canada Labour Code - Part I</i> | 4 | 5,680 | 30,740 | 13 | 20,153 | 438,630 |
| Federal Administration | - | - | - | 3 | 2,405 | 90,910 |
| Federal Total | 4 | 5,680 | 30,740 | 16 | 22,558 | 529,540 |
| Total | 155 | 32,036 | 391,884 | 411 | 158,288 | 2,498,581 |

Source: Workplace Information Directorate

Table 2
Work Stoppages by Industry – 1999

| Industries | Ongoing during the Third Quarter | | | Cumulative to December 31, 1999 | | |
|---|----------------------------------|------------------|------------------------|---------------------------------|------------------|------------------------|
| | Stoppages | Workers Involved | Person-Days Not Worked | Stoppages | Workers Involved | Person-Days Not Worked |
| Primary Industries | 4 | 1,536 | 75,030 | 16 | 4,689 | 268,930 |
| Manufacturing | 56 | 6,511 | 128,200 | 128 | 25,878 | 513,942 |
| Construction | 4 | 392 | 400 | 8 | 1,014 | 6,420 |
| Transportation, Communication and Other Utilities | 13 | 8,477 | 47,810 | 43 | 36,215 | 685,540 |
| Trade and Finance | 25 | 957 | 21,620 | 56 | 2,920 | 118,405 |
| Community, Business and Personal Services | 44 | 12,879 | 88,154 | 124 | 81,544 | 695,154 |
| Public Administration | 9 | 1,284 | 30,670 | 36 | 6,028 | 210,190 |
| Various Industries | - | - | - | - | - | - |
| Total | 155 | 32,036 | 391,884 | 411 | 158,288 | 2,498,581 |

Source: Workplace Information Directorate

Table 3
Largest Work Stoppages – 1999

| Employer | Union | Main Issue(s) | Workers | Person-Days Not Worked |
|--|---|---------------------------------|---------|------------------------|
| Bell Canada, province-wide, Ont. and Que. | CEP | wages and job security | 9,500 | 220,500 |
| Hydro-Québec, province-wide, Que. | CUPE | wages | 1,500 | 150,000 |
| Toronto District School Board, Toronto, Ont. | CUPE | wages and job security | 14,000 | 140,000 |
| Government of Québec, province-wide, Que. | Fédération des infirmiers(ères) du Québec | wages and working conditions | 4,750 | 104,500 |
| MTS Communications Inc., province-wide, Man. | CEP | subcontracting | 1,400 | 103,000 |
| Government of Canada, Canada-wide | PSAC | wages | 1,600 | 86,420 |
| Various Medical Facilities, province-wide, B.C. | Unorganized | job security | 6,500 | 65,000 |
| Inco Ltd., Thompson, Man. | Steelworkers | wages and other issues | 1,060 | 64,350 |

Source: Workplace Information Directorate

Table 4

Work Stoppages – A Chronological Perspective

| Period | Number beginning year or month | in existence during year or month* | | | % of Estimated working time |
|-----------|--------------------------------------|------------------------------------|---------------------|---------------------------|--------------------------------|
| | | Total Number | Workers involved | Person-days not worked | |
| 1989 | 568 | 627 | 444,747 | 3,701,360 | 0.13 |
| 1990 | 519 | 579 | 270,471 | 5,079,190 | 0.17 |
| 1991 | 399 | 463 | 253,334 | 2,516,090 | 0.09 |
| 1992 | 353 | 404 | 149,940 | 2,110,180 | 0.07 |
| 1993 | 323 | 381 | 101,784 | 1,516,640 | 0.05 |
| 1994 | 312 | 374 | 80,856 | 1,606,580 | 0.06 |
| 1995 | 282 | 328 | 149,159 | 1,583,061 | 0.05 |
| 1996 | 297 | 330 | 281,816 | 3,351,820 | 0.11 |
| 1997 | 229 | 284 | 257,664 | 3,610,206 | 0.12 |
| 1998 | 349 | 380 | 244,367 | 2,443,836 | 0.08 |
| 1999 | 356 | 411 | 158,288 | 2,498,581 | 0.08 |
| 1998 | | | | | |
| December | 22 | 81 | 21,865 | 135,300 | 0.05 |
| 1999 | | | | | |
| January | 14 | 69 | 26,920 | 128,660 | 0.05 |
| February | 24 | 77 | 17,425 | 155,060 | 0.06 |
| March | 37 | 100 | 39,828 | 388,082 | 0.15 |
| April | 37 | 99 | 54,132 | 382,740 | 0.15 |
| May | 31 | 100 | 21,153 | 214,860 | 0.08 |
| June | 41 | 107 | 17,858 | 193,260 | 0.07 |
| July | 27 | 99 | 21,042 | 301,645 | 0.11 |
| August | 27 | 94 | 11,902 | 177,235 | 0.07 |
| September | 31 | 102 | 16,482 | 170,155 | 0.06 |
| October | 27 | 95 | 10,619 | 122,730 | 0.05 |
| November | 31 | 91 | 15,715 | 154,130 | 0.06 |
| December | 29 | 90 | 15,951 | 115,024 | 0.04 |

* Refers to work stoppages which began during the year or month as well as those carried over from the previous year or month.

Source: Workplace Information Directorate

TECHNICAL NOTES

Data on work stoppages collected by the Workplace Information Directorate of the Labour Program of Human Resources Development Canada covers strikes and lockouts which amount to 10 or more person-days lost.

A strike is a concerted work stoppage by a group of employees which is done in order to bring about a change in an employer's position, and it occurs during the negotiating process. A legal strike is one that respects all the conditions mandated by law, most notably that the strike is taking place during negotiations. A strike will be declared illegal if it does not respect the applicable laws. A lockout occurs when work is suspended by the employer or a group of employers in order to pressure employees to change their position, and a lockout must also occur during the negotiating process.

Developments leading to work stoppages are sometimes too complex to make it practicable to distinguish between strikes on the one hand and lockouts on the other.

The major characteristics of work stoppages on which information is gathered are:

Employer – Firm or firms employing the workers reported on strike or locked out.

Location – Location of the plant or premises at which the work stoppage occurred.

Industry – Industry of employer according to the Standard Industrial Classification, Statistics Canada (Revised 1970).

Union – The workers' organization(s) directly involved or concerned in the dispute that led to work stoppage.

Workers Involved – The total number, or approximate total number, of workers reported on strike or locked out, whether or not they all belonged to the union directly involved in the dispute that led to work stoppage. Where the number of workers involved varied in the course of the stoppage, the maximum number is used in tabulating annual or other totals. (Where a stoppage commenced in a previous year, the maximum number during the whole stoppage is

the number used). Monthly totals are similarly based on the highest figures but allowance is made for changes reported in stoppages extending over two or more months. The total number of workers shown may include the same workers more than once if they are involved in more than one work stoppage during the year (or other reference period). Workers indirectly affected, such as those laid off as a result of a work stoppage, are not included in the data on workers involved.

Starting Date – The day on which the work stoppage began.

Termination Date – For work stoppages that are terminated by mutual agreement, the termination date is the day on which work was resumed. Where normal operations could not be resumed shortly after the employees agreed to return, the day on which they were available for work is regarded as the termination date. Some work stoppages are never formally settled, and this presents statistical difficulties. In such a case, the stoppage is usually considered terminated for statistical purposes, at the date by which it was established that two-thirds or more of the workers involved had either returned to work, or had found work with other employers; or the date by which it was reported that the operations affected by the work stoppage would not be resumed.

Duration – The duration of each stoppage is calculated in terms of working days, including the starting date and all subsequent normal working days up to the termination date. The days counted as working days are those on which the establishment involved would normally be in operation (five days per week).

Duration in Person-Days – Duration in working days multiplied by the number of workers involved. For work stoppages involving establishments in which the number of weekly working days (see Duration above) exceeds the work week of individual employees, the duration in person-days is adjusted by the appropriate ratio. Variations in the number of workers involved in the course of a stoppage are also taken into account in the calculation as far as practicable. The data on duration of work stoppages in person-days are provided to facilitate comparisons of work stoppages in terms of a common denominator; they are not intended as a

measure of the loss of production time to the economy. The expression "Time loss" is occasionally used instead of "duration in person-days". The term most commonly used is person-days not worked due to the duration in person-days of all work stoppages in a year is also shown as a percentage of estimated working time based on estimates of the number of non-agricultural paid workers in Canada obtained from the Labour Force Survey of Statistics Canada.

Jurisdiction – Statistics on work stoppages are also classified according to jurisdiction. This is done on the basis of the government and those businesses

covered by Part 1 of the *Canadian Labour Code* whose industrial relations statistics are applicable to the establishment involved in the dispute. (The tabulation of statistics on work stoppages by jurisdiction corresponds to a tabulation by province, except where the Federal jurisdiction is involved.)

The data reflect all work stoppages that have come to the notice of Workplace Information Directorate, and meet the criteria defined above, e.g., minimum person-days. The methods used to secure this information are believed to be adequate to preclude the possibility of major omissions.

UNION MEMBERSHIP IN CANADA – 1999

Workplace Information Directorate

Labour Program, Human Resources Development Canada

Based on a union survey of labour organizations in Canada with units of 50 or more members, as of January 1999, union membership stood at 4,010,400. This represented an increase of 72,600 from a 10-year low of 3,937,800 in 1998. The following tables cover unions with largest membership, membership by congress affiliation, national-international composition and size, type of union and affiliation and the Canadian Labour Congress membership by affiliation. Also included, are lists of structure and affiliation changes, new union names and a new union.

Table 1

Unions with Largest Membership, 1998-1999

| | Membership (000s) | |
|--|-------------------|-------|
| | 1998 | 1999 |
| Canadian Union of Public Employees (CLC) | 389.3 | 461.8 |
| National Union of Public and General Employees (CLC) | 309.0 | 309.0 |
| National Automobile, Aerospace, Transportation and General Workers Union of Canada (CLC) | 222.5 | 215.0 |
| United Food and Commercial Workers International Union (AFL-CIO/CLC) | 200.0 | 200.0 |
| United Steelworkers of America (AFL-CIO/CLC) | 180.0 | 200.0 |
| Communications, Energy and Paperworkers Union of Canada (CLC) | 144.3 | 144.3 |
| Public Service Alliance of Canada (CTC) | 142.3 | 142.3 |
| Fédération de la santé et des services sociaux (CSN) | 97.0 | 97.0 |
| International Brotherhood of Teamsters (AFL-CIO/CLC) | 94.0 | 93.0 |
| Fédération des syndicats de l'enseignement (CEQ) | 82.6 | 82.6 |
| Service Employees International Union (AFL-CIO/CLC) | 81.5 | 81.5 |
| Elementary Teachers' Federation of Ontario (Ind.) | - | 62.2 |
| Laborers' International Union of North America (AFL-CIO/CLC) | 60.0 | 60.0 |
| International Brotherhood of Electrical Workers (AFL-CIO/CLC) | 56.4 | 57.0 |
| United Brotherhood of Carpenters and Joiners of America (AFL-CIO/CLC) | 56.0 | 56.0 |
| Canadian Union of Postal Workers (CLC) | 52.9 | 54.8 |
| International Association of Machinists and Aerospace Workers (AFL-CIO/CLC) | 49.2 | 50.0 |
| Syndicat de la fonction publique du Québec (Ind.) | 47.8 | 47.7 |
| Fédération des infirmières et infirmiers du Québec (Ind.) | 47.5 | 47.5 |
| Ontario Secondary School Teachers' Federation (CLC) | 49.5 | 46.0 |
| British Columbia Teachers' Federation (Ind.) | 44.6 | 45.0 |
| Ontario Nurses' Association (Ind.) | 40.0 | 45.0 |
| Industrial Wood and Allied Workers of Canada (CLC) | 45.0 | 43.5 |

continued

Table 1 (continued)

| | Membership (000s) | |
|---|-------------------|------|
| | 1998 | 1999 |
| International Union of Operating Engineers (AFL-CIO) | 40.0 | 40.0 |
| Fédération des employées et employés de services publics inc. (CSN) | 36.5 | 37.4 |
| Hotel Employees and Restaurant Employees International Union (AFL-CIO/CLC) | 36.2 | 36.6 |
| United Association of Journeymen and Apprentices of the Plumbing and Pipe Fitting Industry of the United States and Canada (AFL-CIO/CLC) | 35.8 | 35.8 |
| Professional Institute of the Public Service of Canada (Ind.) | 27.7 | 35.1 |
| Alberta Teachers' Association (Ind.) | 30.9 | 30.9 |
| Ontario English Catholic Teachers' Association (CLC) | 35.8 | 30.0 |
| Office and Professional Employees International Union (AFL-CIO/CLC) | 30.0 | 30.0 |
| Fédération du commerce inc. (CSN) | 26.0 | 30.0 |
| Union of Needletrades, Industrial and Textile Employees (AFL-CIO/CLC) | 30.0 | 30.0 |

Source: Workplace Information Directorate

Table 2

Union Membership by Congress Affiliation, 1998-1999

| Congress Affiliation | 1998 | | 1999 | |
|--|------------------|--------------|------------------|--------------|
| | Membership | % | Membership | % |
| CLC | 2,626,740 | 66.7 | 2,759,510 | 68.8 |
| (AFL-CIO/CLC) | 1,090,000 | 27.7 | 1,065,370 | 26.6 |
| CLC only | 1,536,740 | 39.0 | 1,694,140 | 42.2 |
| CSN | 242,830 | 6.2 | 242,920 | 6.1 |
| AFL-CIO only | 82,510 | 2.1 | 30,030 | 0.7 |
| CEQ | 113,510 | 2.9 | 113,860 | 2.8 |
| CSD | 73,070 | 1.9 | 71,300 | 1.8 |
| CCU | 17,020 | 0.4 | 15,380 | 0.4 |
| Unaffiliated International Unions | 230 | 0.0 | 380 | 0.0 |
| Unaffiliated National Unions | 637,270 | 16.2 | 635,390 | 15.8 |
| Independent Local Organizations | 144,610 | 3.7 | 143,150 | 3.6 |
| Total | 3,937,790 | 100.0 | 4,011,920 | 100.0 |

Note: Due to rounding, sums may not always equal totals.

Source: Workplace Information Directorate

Table 3

National - International Composition of Unions

| Type of Union | 1998 | | 1999 | |
|--------------------|-------------------|--------------|--------------|--------------|
| | Number | % | Number | % |
| | Union | | | |
| National | 231 | 22.4 | 230 | 22.3 |
| International | 48 | 4.7 | 47 | 4.6 |
| Other ¹ | 752 | 72.9 | 754 | 73.1 |
| Total | 1,031 | 100.0 | 1,031 | 100.0 |
| | Membership (000s) | | | |
| | | | | |
| | | | | |
| | | | | |
| National | 2,556 | 64.9 | 2,615 | 65.2 |
| International | 1,177 | 29.9 | 1,194 | 29.8 |
| Other ¹ | 204 | 5.2 | 203 | 5.1 |
| Total | 3,938 | 100.0 | 4,012 | 100.0 |

Note: Due to rounding, sums may not always equal totals.

¹ Includes directly chartered unions and independent local organizations (see Table 5).

Source: Workplace Information Directorate

You can access the electronic Directory of Labour Organizations,
including the unions' internet sites when provided

http://labour.hrdc-drhc.gc.ca/doc/wid-dimt/eng/dlo-rott_search/index.cfm

Table 4**International and National Unions by Size, 1998-1999**

| Membership Range | International Unions | | National Unions | | Total | |
|---|----------------------|--------------|-----------------|--------------|--------------|--------------|
| | 1998 | 1999 | 1998 | 1999 | 1998 | 1999 |
| Under 999 1,000 - 9,999 10,000 - 29,999 30,000 - 49,999 50,000 - 99,999 100,000 and over | Unions | | | | | |
| | 6 | 8 | 86 | 84 | 92 | 92 |
| | 19 | 15 | 101 | 105 | 120 | 120 |
| | 10 | 11 | 23 | 20 | 33 | 31 |
| | 6 | 5 | 12 | 12 | 18 | 17 |
| | 5 | 6 | 4 | 5 | 9 | 11 |
| | 2 | 2 | 5 | 5 | 7 | 7 |
| Total | 48 | 47 | 231 | 231 | 279 | 278 |
| Under 999 1,000 - 9,999 10,000 - 29,999 30,000 - 49,999 50,000 - 99,999 100,000 and over | Membership (000s) | | | | | |
| | 1 | 1 | 35 | 34 | 36 | 35 |
| | 73 | 54 | 346 | 361 | 419 | 414 |
| | 154 | 169 | 388 | 314 | 542 | 483 |
| | 221 | 172 | 489 | 475 | 710 | 647 |
| | 348 | 398 | 289 | 360 | 637 | 757 |
| | 380 | 400 | 1,009 | 1,074 | 1,389 | 1,474 |
| Total | 1,177 | 1,194 | 2,556 | 2,618 | 3,733 | 3,810 |

Note: Due to rounding, sums may not always equal totals.

Source: Workplace Information Directorate

Table 5
Union Membership by Type of Union and Affiliation, 1999

| Type and Affiliation | Unions | Locals | Membership | |
|--|--------------|---------------|------------------|--------------|
| | | | Number | % |
| International Unions | 47 | 2,715 | 1,193,830 | 29.8 |
| (AFL-CIO/CLC) | 33 | 2,552 | 1,065,370 | 26.6 |
| CLC only | 4 | 71 | 98,050 | 2.4 |
| AFL-CIO only | 7 | 78 | 30,030 | 0.7 |
| Unaffiliated Unions | 3 | 14 | 380 | 0.0 |
| National Unions | 230 | 13,410 | 2,615,140 | 65.2 |
| CLC | 59 | 7,039 | 1,595,290 | 39.8 |
| CSN | 9 | 2,409 | 242,920 | 6.1 |
| CEQ | 15 | 277 | 113,860 | 2.8 |
| CCU | 9 | 38 | 15,380 | 0.4 |
| CSD | 2 | 95 | 12,300 | 0.3 |
| Unaffiliated Unions | 136 | 3,552 | 635,390 | 15.8 |
| Directly Chartered Unions | 400 | | 59,800 | 1.5 |
| CSD | 390 | | 59,000 | 1.5 |
| CLC | 10 | | 800 | 0.0 |
| Independent Local Organizations | 354 | | 143,150 | 3.6 |
| Total | 1,031 | 16,125 | 4,011,920 | 100.0 |

Note: Due to rounding, sums may not always equal totals.

Source: Workplace Information Directorate

Table 6
CLC Membership by Affiliation, 1998-1999

| Type and Affiliation | 1998 | | 1999 | |
|--|------------------|--------------|------------------|--------------|
| | Membership | % | Membership | % |
| International Unions | 1,094,240 | 41.7 | 1,163,420 | 42.2 |
| (AFL-CIO/CLC) | 1,090,000 | 41.5 | 1,065,370 | 38.6 |
| CLC only | 4,240 | 0.2 | 98,050 | 3.6 |
| National Unions | 1,532,500 | 58.3 | 1,596,090 | 57.8 |
| CLC only | 1,531,700 | 58.3 | 1,595,290 | 57.8 |
| Directly Chartered Local Unions | 800 | 0.0 | 800 | 0.0 |
| Total | 2,626,740 | 100.0 | 2,759,510 | 100.0 |

Note: Due to rounding, sums may not always equal totals.

Source: Workplace Information Directorate

1 — Structure and Affiliation Changes to International and National Unions

The American Federation of Grain Millers (AFL-CIO) merged with the Bakery, Confectionery and Tobacco Workers International Workers Union (AFL-CIO/CLC) to form The Bakery, Confectionery, Tobacco Workers and Grain Millers International Union (AFL-CIO/CLC), as of January 1st 1999.

The International Brotherhood of Boilermakers, Iron Ship Builders, Blacksmiths, Forgers and Helpers (AFL-CIO) joined the CLC in December 1998.

The International Union of Operating Engineers (AFL-CIO) joined the CLC.

The Professional Student Services Personnel (Ind.) joined the CLC.

The Newfoundland and Labrador Nurses' Union (Ind.) joined the CLC.

The Association of Canadian Film Craftspeople (Ind.) joined the International Alliance of Theatrical Stage Employees, Moving Picture Technicians, Artists and Allied Crafts of the United States, its Territories and Canada (AFL-CIO/CLC), during the month of January 1999

The Transportation Communications International Union (AFL-CIO/CLC) joined the United Steelworkers of America (AFL-CIO/CLC), as of February 5, 1999.

The Canadian Marine Officers' Union (Ind.) joined AFL-CIO/CLC

2 — Name Changes Old Name/ New Name

Fédération des policiers du Québec (Ind.) / Fédération des policiers et policières du Québec (Ind.)

Ontario Liquor Board Employees' Union (NUPGE) / Ontario Liquor Boards Employees' Union (NUPGE)

Association of Professional Student Services Personnel (Ind.) / Professional Student Services Personnel (CLC)

Atlantic Oil Workers (CCU) / Atlantic Oil Workers' Union (CCU)

Syndicat construction Côte-Nord (Ind.) / Syndicat québécois de la construction (Ind.)

Fédération du personnel des établissements d'enseignement Privé (CEQ) / Fédération du personnel de l'enseignement privé (CEQ)

Communication workers of America (AFL-CIO/CLC) / The Newspaper Guild Canada/Communication workers of America (AFL-CIO/CLC)

International Alliance of Theatrical Stage Employees, Moving Picture Technicians, Artists and Allied Crafts of the United States and Canada (AFL-CIO/CLC) / International Alliance of Theatrical Stage Employees, Moving Picture Technicians, Artists and Allied Crafts of the United States, its Territories and Canada (AFL-CIO/CLC)

Professional Association of Interns and Residents of Alberta (Ind.) / Professional Association of Residents of Alberta (Ind.)

Fédération des professionnels et professionnelles salarié(e)s et des cadres du Québec (CSN) / Fédération des professionnelles (CSN)

3 — New Union in Part 1

The United Paperworkers International Union (AFL-CIO/CLC) and the Oil, Chemical, Atomic and Energy Workers International Union (AFL-CIO) merged to form the Paper, Allied-Industrial, Chemical and Energy Workers International Union (AFL-CIO/CLC) as of January 4, 1999

Source: Workplace Information Directorate

SECTION 3

INNOVATIVE WORKPLACE PRACTICES

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Although fewer major collective bargaining settlements were ratified over the past few months (41 settlements), the incidence of innovative practices reported remains nonetheless commensurate with that of past ratios, that is, for slightly more than one third of the total settlements (14 of the 41 settlements).

Duration

The average contract duration of **33.9 months** for the 41 recent settlements represents a slight decrease compared to the average duration of 36.6 months for settlements reached in 1999 to date (from January to November 1999).

Nearly half of the agreements (18 of the 41 settlements) were renewed for a period of 36 months, with the remainder evenly distributed between a scheduled expiry of 24 months or less and a term of 48 months or more. Two settlements extend over a period of 72 months, namely, the renewal agreement in Nova Scotia's pulp and paper industry and Bridgestone/Firestone Canada Inc. in Quebec, while a number of school board agreements in Ontario, Manitoba and Alberta are scheduled to expire within 24 months or less.

Labour-Management Committees

While bearing in mind the reduced number of settlements reviewed (41 settlements), the trend in introducing new or innovative practices by way of a joint committee is less prevalent in these recent contracts than as was reported in the past. Only 5 of the 14 recent settlements citing an innovative practice contain a reference to these joint committees, whereas generally, this practice is referred to in approximately 50 per cent of settlements reporting a workplace innovation.

These committees will be initiating discussion on issues such as, ergonomics, labour relations training and education, teamwork and teacher workload, class size and pupil-teacher ratios.

Labour Relations

A 72-month renewal agreement between Bridgestone/Firestone Canada Inc. and the Fédération de la métallurgie was recently reached through an **interest-based bargaining** approach. This process is considered to have been beneficial to both parties involved.

Organization of Work

The single settlement reporting a new practice which affects the organization of work, provides for a **workload review** at the request of graduate teaching assistants with the University of Western Ontario, in order to ensure that assigned duties are appropriate to their work schedule.

Compensation and Working Conditions

The majority of settlements citing a workplace innovation (9 of the 14 settlements), contain initiatives dealing with compensation and working conditions. These include:

- a new **work environment** provision in two agreements with Nova Scotia teachers whereby, abusive acts by pupils against a teacher will not be tolerated. The two school boards involved have committed to responding in an expeditious, comprehensive and appropriate manner should such situations occur or when other breaches of discipline take place;

- a commitment to close the **pay equity** wage gap by July 2001, in the settlement between Newtel Communications, Newtel Mobility and the Communications, Energy and Paperworkers Union of Canada, Local 410, by granting additional increases to the basic hourly rates of pay on July 1, 1999, 2000 and 2001;
- a provision for **greater flexibility in leave** for **religious observance** purposes in the settlement between the Government of Canada and the Professional Institute of the Public Service of Canada;
- and the **recognition of same-sex partners** as contained in the Government of Canada settlement, and the renewal agreement between the District of Saanich and the Canadian Union of Public Employees, Local 374.

Training and Development

Seven of the 14 settlements include new initiatives related to training and development. Among these are the establishment of a **training fund**, provided as a job security measure and set at a minimum of \$250,000 per year, to assist employees of Newtel Communications and Newtel Mobility in **pursuing new career opportunities**, and a number of **professional development funds** for various school boards in Alberta and Nova Scotia.

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AN EXTREMELY FRAGILE PARTNERSHIP IN A PLANT THREATENED WITH CLOSURE – THE CASE OF THE KÉNOGAMI PAPER MILL

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A prime example of work reorganization in the early 1990s, the case of Abitibi-Price's Kénogami paper mill illustrates how the unions affiliated with the Confédération des syndicats nationaux went on the offensive in the organization of work during this period. In addition, the case shows the vicissitudes of participation and partnership in a plant under constant threat of closure. Head office had promised substantial investment for nearly 10 years. In the hope of securing the mill's future, all the local players rallied to the cause to varying degrees, working to improve the mill's performance and introducing various innovations in work organization and labour relations. Eventually, the mill became part of a new consortium when the parent company merged with another paper industry giant. The plant remained in operation, but parts of it were closed, leading to another substantial loss of jobs and the temporary or permanent suspension of partnership and participation. Thus, partnership and participation, which had been both sought and imposed, sometimes even without the union's agreement, did not result in significant advances in the democratization of work and were relatively short-lived.

This study covers the period from 1989 to 1997 and took place between 1993 and 1997.¹ It focuses on how participation and partnership initiatives affect work organization and labour relations. Special attention is given to the change process and the strategies of the unions and local management.

An Old Plant in Crisis, Threatened with Closure

Established by Price in 1912, the Kénogami paper mill in Saguenay-Lac St-Jean was acquired by Abitibi-Price when Price amalgamated with Abitibi Paper in 1974. Before its recent merger with Stone-Consolidated, Abitibi-Price was a multinational

that employed nearly 7,000 workers and had sales of \$2.78 billion in 1995. The Kénogami paper mill was then the only plant producing supercalendered paper in the entire Abitibi-Price group. Equipped with four old paper machines that produced a total of 243,000 metric tonnes in 1995, it employed 807 workers, including 81 managers. The employees were represented by three unions: the Confédération des syndicats nationaux, representing the 438 tradespeople and general workers (assigned to the pulp shops and associated services), who accounted for 60 per cent of all unionized employees; the Communications, Energy and Paperworkers Union, representing the 243 paperworkers; and the Office and Professional Employees International Union, representing the 45 office employees.

The Kénogami paper mill captured the market for supercalendered paper in the mid-1980s, when Abitibi-Price decided to invest \$200 million in a project whereby it would acquire two state-of-the-art paper machines, a move designed to guarantee the plant's long-term survival. The project had two phases: the first, which was carried out immediately, consisted of modernizing a machine that was already in operation; the second phase involved purchasing and introducing a new machine. The latter phase never came to fruition, despite head office's promises and the efforts of the local players. The purchase was put off from one year to the next and was eventually dropped when the company merged with Stone-Consolidated in 1997. In fact, shortly after Abitibi-Price announced it would be buying a new machine, the market began to level off and management decided to postpone the planned investment. The organizational climate at the mill was at an all-time low because of repeated walkouts in the previous few years, high rates of absenteeism and work accidents, and extremely low productivity. The workers affiliated with the Confédération des syndicats nationaux were involved in seven labour disputes in

¹ This study led to a master's dissertation, under the supervision of Paul-André Lapointe: MALO, François Bernard, 1997, *Compromis social et performances de l'entreprise*, Industrial Relations Department, Université Laval. This research was made possible by financial assistance from Human Resources Development Canada, the Social Sciences and Humanities Research Council and the Fonds pour la formation de chercheurs et l'aide à la recherche.

the 1970s and 1980s, including a nine-month strike in 1980 and a two-week illegal strike in 1986. The productivity figures were no more encouraging: in comparable mills, one worker produced an average of two tonnes of paper per day, whereas at Kénogami it took two workers to produce a single tonne! The mill was nicknamed "the home of the paper warriors." In addition, in 1989, the mill posted an operating deficit of \$4 million. Head office called on the plant's local players to improve their performance rapidly, or else the mill would be closed. If the workers and local management were able to improve results sufficiently, head office would consider making a major investment that would ensure the mill's future. In the decade that followed, numerous efforts were made, a host of strategies devised, various participation and partnership initiatives attempted and many plans developed. This history is recounted and analyzed below.

Recovery Plan and Origin of Partnership (1989-93)

In response to the ultimatum from headquarters, negotiations began at the local level. They focused on relaxing the plant rules, with a view to introducing greater flexibility in the trades. In exchange, the workers obtained guarantees that this flexibility would not result in layoffs and that the reduction in jobs would be achieved through retirements. The age at which workers were eligible for retirement was lowered to 58.

Management invited the unions to help develop a strategic plan to secure the mill's future. A strategic committee was formed in 1990, consisting of the presidents of the three unions and local management representatives. Various scenarios, each requiring a different investment, were presented to management at the company's headquarters in Toronto. But, to obtain head office's approval of any investment, the members of the strategic committee also had to report on the improvement in the mill's performance.

The investments and the mill's performance are intricately linked: Logically, for jobs to be protected and the mill to survive, there had to be a substantial improvement in performance, so that head office would invest in the most favourable scenario. This rationale was used to justify union involvement in the strategic committee and the efforts of workers on the shop floor. Put more simply, the message was: "We'll get the investment we deserve, and it will depend on our

performance." At a workers' meeting called to present the various investment scenarios, local management used the metaphor of an old car, a new top-of-the-line model and a supersonic jet to describe the options. The most powerful means of transportation represented the best scenario. The message was clear: for the best scenario to become a reality, workers had to improve their performance.

Some people, including the then president of the union affiliated with the *Confédération des syndicats nationaux*, viewed union participation in the strategic committee as an extension of the role of organized labour and as a means for labour to provide input into the strategic management of the company. But management had quite a different goal when it invited the union representatives to help develop strategic plans and investment scenarios. It was hoping to make the union representatives more aware of business strategies and the economic and financial sides of production. Management wanted the unions to gain a better understanding of business decisions and to develop a "business sense," as one general manager of the mill put it. By sitting on the strategic committee and helping to measure performance, the union representatives would have a clearer idea of the need to improve that performance. Union participation would also lend legitimacy to the efforts to improve performance and to the extensive plant recovery and workforce reduction plan that management wanted to implement immediately.

During the first period of partnership, between 1989 and 1993, 301 jobs were lost, representing 26.5 per cent of the workforce. Productivity jumped 54 per cent. In the absence of any technological change, partnership translated into a much heavier workload for employees. At the same time, all the indicators of quality (number and cost of complaints) and efficiency (rate of use of paper machines) rose significantly. There were no substantial organizational changes. Although negotiated on paper, trades flexibility did not actually become a reality on the shop floor, except in special circumstances and on the evening and night shifts. As well, there was no clear direction to the organizational changes that did take place. In fact, in the paper machines sector, developments took a turn that went against the idea of greater autonomy for employees. In a move to achieve better control over production, management made the position of head operator of the upgraded paper machine a supervisory position. Other indicators of the organizational climate also improved significantly: the number of grievances per year for all

unions dropped from 153 to 52 and the number of time-loss injuries decreased from 128 to 93.

Although performance improved considerably, there was still no investment. In 1992, management demanded even more by asking the unionized workers to accept another plant recovery and work reorganization plan that would introduce greater flexibility. This agreement was ratified by only 52 per cent of the employees affiliated with the Confédération des syndicats nationaux. When the upcoming union election was held, the union president, who had been in favour of the proposed partnership and had sat on the strategic committee, was not re-elected. The new president wanted to review the union strategy. At the same time, a new general manager, who had made a name for himself introducing partnership in another area plant, was appointed to head the mill.

Limited Organizational Innovations and Uncertainties of the Partnership (1993-1997)

This period was marked by a change in strategy by the main union affiliated with the Confédération des syndicats nationaux. Faced with headquarters' refusal to invest in the mill despite its improved performance, which had meant more work and fewer jobs, the union president withdrew from the strategic committee and refused any form of partnership with local management. The unions affiliated to the Communications, Energy and Paperworkers Union and the Office and Professional Employees International Union remained on the committee and continued to work closely with the new local management, which was more proactive and enterprising than the previous management had been. Various innovations were introduced and the strategic committee was maintained. When the Confédération des syndicats nationaux-affiliated union refused to take part, local management did not hesitate to go directly to the employees and recruit members for both the strategic committee and other committees that were set up.

Local management introduced two major innovations during this period: semi-autonomous work teams for trades and quality improvement groups. These innovations were introduced unilaterally as the mill had no joint management committee and the strategic committee clearly did not play such a role.

Semi-autonomous teams were formed quickly and with no consultation of the welders and tinsmiths group, comprised of approximately fifty workers who belonged to the Confédération des syndicats nationaux-affiliated union. Overnight, with no warning, the foremen were removed from the shops in question, and some of them were laid off immediately. Their responsibilities were turned over in part to the workers, who with no preparation or initial training were organized into seven teams of seven or eight workers each. Two co-ordinator positions, assigned to supervisors chosen by management, were also created to manage the work teams. They then inherited the responsibilities that the teams did not want or were unable to assume. An analysis of the operation of these teams reveals that the autonomy of the workers definitely increased, in that they now planned their own work and were responsible for health and safety and other aspects of human resources management (vacations, absences and training), purchasing of material, evaluation of work done for in-house clients and assessment of team members' performance. However, this autonomy, which varied depending on the team, was effectively limited by the co-ordinators' control, the evaluation of results and the in-house clients, who requisitioned the work and assessed its quality and the time required to do it. These teams, moreover, covered only a fraction of the workers, fewer than 10 per cent. Plans to increase the number of teams did not go ahead, and the original set-up remained unchanged.

The other organizational innovation introduced during the period was the formation of project or quality improvement groups. Under the leadership of the Director of Human Resources, this initiative, which took the form of joint committees, was introduced amid much confusion, judging from the comments of the workers and union representatives. The status of these groups, their position on the organization chart, their make-up and their number gave rise to contradictory interpretations. Bearing different names, depending on their mandate, and made up of supervisors and workers selected by management from volunteers, they were formed to resolve a specific problem. Once the problem was resolved, they were disbanded. Sometimes the co-ordination of these groups was the responsibility of unionized workers, who were released from their regular duties to devote themselves to the group's work. This "liberation" was viewed as a significant improvement in status and working conditions. A former president of the Confédération des syndicats nationaux-affiliated union and the current president of the same union both

co-ordinated the work of an embellishment committee, which had a budget of \$350,000. Apparently about twenty of these committees were established during this period. Apart from Human Resources and its director, no other body co-ordinated these project groups; it is therefore difficult to evaluate their impact. Undoubtedly they contributed to a significant improvement in performance, by drawing on the know-how and expertise of the workers in resolving problems relating to quality and efficiency, and they certainly also helped promote industrial peace and improve the mill's overall performance.

As a result of its refusal to participate and management's circumvention strategy, the Confédération des syndicats nationaux-affiliated union was left out in the cold. In the fall of 1995, the union executive reacted by proposing a true partnership project focusing on greater democracy at work. It proposed the establishment of a policy and action committee with equal worker and management representation. The committee's mandate would primarily be to ensure the mill's survival and development, within the limits of the specific or joint responsibilities defined by the parties. This committee was also to be responsible for co-ordinating other project groups and committees; the members of these groups and committees would be named by each of the parties, and consensus would be the decision-making technique. Submitted to local management, the proposal was never really subject to negotiation. It was in fact rejected. In the meantime, the union elections in November 1995 brought in a new president, who was closer to local management and who agreed to return to the strategic committee and take part in the various participation initiatives. He himself even became co-ordinator of a project group, the embellishment committee. The following summer, a partnership agreement was signed by the presidents of the three unions. Separate from the collective agreement, it contained the following general principles:

- Develop a win-win approach in labour relations and adopt interest-based bargaining;
- Manage strategic plan together;
- Develop and implement a world-class work attitude by jointly identifying and implementing changes required in the organization of work while minimizing the negative impact on employees;
- Mobilize all employees through a joint, ongoing and efficient communication plan based on transparency,

the release of joint messages and innovative ways of mobilizing employees;

- Establish operational objectives and a common vision;
- Draw up a human resources development plan that emphasizes competence and promotes employee participation and innovation, with a view to creating a fulfilling work environment that will increase productivity; and
- Analyze all opportunities for the parties to become business partners.

This agreement did not, however, address the structure of partnership and participation. It left intact the distribution of powers and responsibilities as defined in the management rights clause in the collective agreement. It was thus more easily circumvented when Abitibi-Price merged with Stone-Consolidated and a new recovery plan was implemented.

During this period (1993-97), performance continued to improve, although at a slower pace than in the previous period. Employment levels also remained the same, up until the final recovery plan imposed in 1997.

Final Recovery Plan

In early 1997 there was an unexpected setback relating to the planned investments. The workers had worked very hard, pinning their hopes on the various scenarios that union representatives had submitted to Toronto. The employees then learned that the plan to purchase a new paper machine, which they were counting on to secure their future, would not be going ahead. Basing its refusal to invest in a new machine on the drop in demand for paper in North America and lower paper prices, company management asked the Kénogami employees to submit another proposal. They did not, however, have time to submit any sort of new proposal because a few months later, Abitibi-Price merged with Stone-Consolidated to form Abitibi-Consolidated, becoming the largest newsprint producer in the world.

Despite the economies of scale achieved with the merger of the two large companies, no investments were confirmed. In August 1997, management of the new company announced the shutdown of two small machines and one in the pulp department.

When the collective agreements between the company and the workers represented by the Communications, Energy and Paperworkers Union were renegotiated, Abitibi-Consolidated demanded that these workers withdraw from bargaining in concert with the other unions; otherwise, if there were a strike it would shut down the mill. It agreed to invest \$130 million in modernizing the facility if an agreement were signed for eight years, during which time the workers would give up the right to strike, agree to the loss of approximately 250 jobs and allow the company to use contracting-out on a large scale. With much reluctance, the workers finally agreed to the recovery plan. In view of the more or less total failure of their efforts, since they were unable to get a survival proposal accepted, the workers realized that the existence of partnership and participation was irreparably compromised. In November 1997, there was another change in the leadership of the Confédération des syndicats nationaux-affiliated union: the president was replaced because the union members felt that he was too cosy with local management. This meant a return to traditional labour relations based on an arm's-length relationship.

Analysis

Local management, in agreement with head office, proposed a partnership without power to the unions. Its aim was to make the union representatives realize the precariousness of the mill's and the company's economic and financial position and the need to improve performance accordingly. Management did not respect the efforts of the Confédération des syndicats nationaux-affiliated union, which, having questioned its involvement in a process that was not having the hoped-for results, endeavoured to put forward its own point of view and develop another form of partnership that would represent true participation in decision making. By circumventing the union and refusing its partnership proposals, management helped to weaken and divide it. The union representatives thus found themselves in a very uncomfortable position.

If, in the absence of an independent point of view, they agreed to take part in a partnership without power, they risked merely rubber-stamping management's decisions, thus becoming management's mouthpiece and promoters of its plans to the workers. The risk of co-opting was very high. If management's plans had a positive impact on employment and the mill's survival, the union leaders' position would be less uncomfortable. Otherwise, they would be considered

too close to management and incapable of defending the members' interests. If they refused to take part and the situation improved, all the credit would go to management. If the situation worsened, they would be seen as contributing to the deterioration. This explains the high turnover of union leaders (five presidents in 10 years) and the instability of their positions. However, this high turnover did not lead to the establishment of a strong and enlightened leadership that could have gained acceptance for another type of partnership and participation.

The constant threats of shutdown and the frequently invoked urgency of the situation accorded a lot of power to local management and even led to abuses such as the failure to respect union positions and the circumvention of a union that refused to participate. This situation was definitely not conducive to making relations between those involved democratic.

Without a democratic process, union involvement in management was mere tokenism. This involvement was all the more fragile when the desired results were not achieved. Despite the significant improvement in performance, the continuous postponement of promised investments severely discredited the participatory process.

It must be noted that the three unions present in the mill were incapable of forming a common front and taking a united stand to redefine the terms of participation and go beyond the powerless involvement proposed and implemented unilaterally by management. This lack of unity helped strengthen management's positions and did little to encourage management to share the power.

After nearly 10 years of efforts, the improvement in performance is remarkable. Labour productivity doubled between 1989 and 1995, with no technological change and very little organizational innovation. This shows just how powerful threats of shutdown can be as an incentive to accept increased workloads.

Lastly, participation and partnership proved to be short-lived, even after 10 years of effort and experimentation. With no institutionalized process, the company's senior management still had a great deal of power, while the workers and their unions had no real power at all. Consequently, participation and partnership, introduced unilaterally, are extremely fragile.

WORK REORGANIZATION IN THE MONTRÉAL URBAN COMMUNITY (MUC) WASTEWATER TREATMENT PLANT

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This case study presents an example of labour-management co-operation in the management of work organization at the Montréal Urban Community's wastewater treatment plant between 1994 and 1999. This partnership experiment, based on a joint problem-solving process, has generated an improvement in productivity and in labour relations as well as a reduction in production costs. It is the result of a management initiative dating back to 1992-93 that was inspired by a model used at Hydro-Québec in the early 1990s. Union participation in the management of work organization, which has been in place since 1994, has led to increased employee satisfaction. According to one union representative met during this study, there are still reservations about the union-management partnership among the membership, but the union's approach has never been challenged.

This study covers the conditions that favoured union involvement in work reorganization, the implementation processes, the problems encountered, the main organizational changes made and the factors that helped further the experiment during the period studied. The material used for this case study includes various management and union documents, the agreements between the parties, and information collected during interviews conducted in June and July 1999 with the director and a union representative at the treatment plant. The union representative is now vice-president of the Syndicat des cols bleus regroupés de Montréal (Local 301 – Canadian Union of Public Employees).

1 — Main Characteristics of the Plant

The wastewater treatment plant is a semi-public company funded by the Montréal Urban Community. Taking up over two square kilometres, it is located at the eastern end of the Island of Montréal. According to the plant director, it is one of the biggest wastewater treatment plants currently in operation in the world, with state-of-the-art technology. The construction, equipment installation and operational start-up costs are estimated at close to \$1.4 billion.

The plant opened in 1984, and operations were gradually phased in. Sludge recovery and treatment started in 1987-88, but the plant did not begin intercepting all the wastewater from the Montréal Urban Community until 1995. Previously, the tonnes of waste carried by the 180 sewer networks on the Island were dumped directly into the St. Lawrence River and Rivière-des-Prairies.

The wastewater treatment plant is a service company whose mission is to intercept and treat all the wastewater from the Montréal Urban Community, in order to help improve waterways, preserve natural resources and reclaim waste. In addition, it treats certain external residues, mostly cleared snow, on a user-pay basis. Thus each year the plant recovers more than 300,000 tonnes of solids, 1,000 tonnes of phosphorus and 14,000 tonnes of sand from winter spreading.

Since it treats half the province's wastewater, the treatment plant plays a strategic role in improving the quality of the environment in Quebec. It employs 180 blue-collar workers represented by the Syndicat des cols bleus regroupés de Montréal, Local 301, affiliated with the Canadian Union of Public Employees; 60 white-collar workers represented by the Syndicat des cols blancs de Montréal, Local 501, also affiliated with the Canadian Union of Public Employees; as well as 40 non-unionized managers. The blue- and white-collar workers negotiate at separate tables and have separate collective agreements. Two categories of workers represented by the Syndicat des cols bleus – the operators and the maintenance employees – ensure that the wastewater treatment process runs smoothly. The treatment plant's production system is automated and the technology used is comparable to that of a large manufacturing plant. The plant intercepts and treats an average of 2.5 million cubic metres of wastewater per day, and its maximum capacity is 88 cubic metres per second. This dirty wastewater is clear again when it leaves the plant and is poured into the St. Lawrence.

The treatment plant's operating budget was \$44 million in 1998. Salaries account for \$18 million of this amount, and variable costs related to electricity, natural gas, chemicals, and parts and equipment account for about \$21 million. With the increase in productivity resulting from the efforts of all employees involved in plant operations and the improvements made in the treatment of wastewater, savings of \$8.5 million per year in operating costs have been made since 1994. Management has therefore been able, over the last five years, to control the increase in the tax burden on member municipalities of the Montréal Urban Community by optimizing staff levels and reducing variable costs, and has reduced working hours without staff increases. During the same period, the plant has recorded a 60 per cent decrease in work injuries and absenteeism, saving \$150,000 annually.

The employer and blue-collar union representatives interviewed for this study believe that since the 1994 union-management partnership agreement, labour relations and communications have improved significantly. The number of grievances decreased from 40 per year from 1990 to 1993 to one or two from 1994 to 1998, and no grievance has gone to arbitration since 1994. This agreement opened the door to a major change in labour relations, as a decade of conflicts had characterized the management of the plant after its opening in 1984. There have been ongoing negotiations between the parties since 1994 that have led to numerous agreements on specific issues.

2 — Strategic Choices

According to the employer and blue-collar union representatives interviewed in 1999, the main reasons behind the decision to embark on a process of problem resolution and joint management of work organization in 1994 were the deterioration of labour relations and a desire to improve the plant's credibility with the public. Negative media coverage had resulted from a complete stoppage of operations in 1989. To correct the situation on both these fronts, the two parties sought to improve labour relations, quality of service and productivity. They say that these changes were necessary and that their main objectives were reached without increasing contracting out.

In 1992 and 1993, the current director of the treatment plant, who had arrived to head the company in 1991, organized a number of sessions for his management team to meet with Hydro-Québec. That utility had successfully introduced organizational

changes in the early 1990s within the framework of an agreement between the employer and the union. Using this experiment as a base, management opted for a strategy of partnership and problem-solving with the union and the employees. According to the director, the implementation of partnership at the treatment plant was negotiated in order to clarify certain grey areas. The main issues during the 1994 bargaining round were the relaxation of the contracting-out clause, negotiation of a long-term collective agreement, an increase in productivity, establishment of a partnership where labour relations would be based on problem-solving, and gradual introduction of a four-day, 35-hour work week without additional costs for the Montréal Urban Community.

The labour-management partnership process started after plant management engaged a facilitator, whose main role was to bring the two parties together to negotiate the renewal of the collective agreement in a climate of mutual trust. There was a major strategic shift during preparations for the 1994 bargaining round, when the parties recognized their common interests and the mutual benefits that could come from setting up new labour relations practices.

The work reorganization project initiated in early 1995 was helped by the improvement in labour relations resulting from the partnership agreement with the blue-collar workers' union and the implementation of structures for union-management co-operation. To improve efficiency and productivity in the plant, management wanted to reduce spending on energy and chemicals and lower all other variable costs. As the staff was made up of two union groups, the solutions varied according to the locals involved. A transparent process and the participation of all employee groups became constant concerns for management, and a joint management approach was adopted, particularly with the blue-collar workers' union.

3 — The Organizational Change Process

After a decade of difficult labour relations at the treatment plant, management and union representatives embarked on a co-operative approach to the management of work organization in 1994. This joint approach came out of a shared desire to put new labour relations practices in place and reflected the importance the employer placed on realizing their common objectives.

The collective agreement with the blue-collar workers of the Montréal Urban Community was renewed for a period of seven years in October 1994. In addition to annual wage increases, it included the implementation of a problem-solving process, improvements to service quality, flexibility in work organization and a gradual reduction in hours of work to 35 hours over four work days. The agreement also stipulated that no change in work organization would be made without prior approval by both parties, which allowed management and union representatives to gradually put in place the structures needed for experimenting with new forms of work organization. They developed a new approach to the management of labour relations, each party informing the other of changes likely to improve production efficiency and worker motivation.

The parties also agreed to create a joint central committee on labour relations in order to give concrete expression to their common commitment. This committee is still active; it consists of five management representatives and five union representatives, three of whom come from the Montréal Urban Community. The tasks currently assigned to the committee are primarily oriented toward the implementation of teamwork and problem-solving.

The mandate of the central committee included four phases:

- The first phase was to identify the conditions necessary for the proper functioning of the committee, to determine operating rules that would promote decision-making by consensus and to plan problem-solving training for members of the committees and working groups. An external consultant was hired to develop and implement the training program.
- The second phase consisted of setting up, at the level of the Montréal Urban Community, four work organization committees for the 'operations', 'maintenance', 'technical support' and 'police' groups. Each committee is responsible for co-ordinating the activities of its members and approving and implementing recommendations.
- The third phase was the evaluation of all procedures related to making time available for union activities and resolving complaints and grievances in order to promote a process where problems are resolved at the source.

- In the fourth phase, the parties identified the main elements of the Montréal Urban Community's business plan and the problem areas that flowed from it. They also provided for the creation of ad hoc working groups comprising management and union representatives that would have specific objectives defined by the Central Labour Relations Committee.

The recommendations of the working groups that have an impact on the collective agreement or labour relations are discussed by the central committee. If necessary, they can be the subject of specific agreements with each of the unions involved to amend the collective agreement, after ratification by the appropriate authorities of each of the parties.

In recent years, joint committees on continuous quality improvement were set up for production and maintenance, and all their members were trained in a structured method of process improvement. Management staff, union executives and two thirds of the employees were trained in the problem-solving process. Despite substantial gains, the quality improvement process at the wastewater treatment plant is not over. At the end of 1997, the organization adopted a strategic plan in order to meet the "qualimètre" standard of the Mouvement québécois de la qualité before the year 2000.

4 — Main Organizational Changes

When the partnership agreement between labour and management was reached in 1994, plant management obtained a formal commitment from the union to choose discussion and joint action over pressure tactics to solve problems related to work organization and labour relations.

The organizational changes that have taken place at the treatment plant since 1994 have mainly been in the areas of hours of work, work organization, management of human resources and labour relations. Management accepted the four-day work week the union asked for, as long as there was no increase in production costs and overtime. The measures proposed by management in this regard were a gradual reduction in the regular hours of work from 37½ hours per week to 36 hours and later to 35 hours per week. It should be noted that this change in the work schedule is subject to a specific clause in the collective agreement that calls for a parallel increase in productivity.

A number of changes in work organization were introduced between 1994 and 1999. Measures aimed at increasing productivity and minimizing job losses were implemented in the operations and maintenance groups. Positions were abolished and some tasks performed by different job categories were melded together to increase the versatility of workers, who are now qualified to hold all the positions in their groups. As well, all workers in operations and maintenance were given additional tasks after new equipment was installed. Unionized team leaders can work while giving instructions to employees. Operations are handled by four teams of attendants and operators, and all these employees have taken the course on water purification that is a job requirement. There was an important change during the period affecting the flexibility of maintenance services employees. The clause in the collective agreement on this topic was reviewed and modified to allow for decompartmentalization between the trades. From 1994 to 1999, employees increased their productivity and management was therefore able to reduce the amount of contracting-out.

Another change now being studied came out of an investigation by a joint working committee that proposed different measures to improve productivity without changing the hours of work in maintenance services. These measures include monitoring rest periods and revising the procedures for starting work at the beginning of each shift.

Human resources management practices also changed after the arrival of a new head of human resources whose priority was improving labour-management relations. As part of the 1994 restructuring, the new director of human resources was able to re-establish discussions with the union. After the problems in operations and maintenance were identified, the work reorganization started. First, all senior plant management and the union executive took training related to the problem-solving process and then two thirds of the employees received it. In addition, upgrading is now offered to employees each year to help them adapt to new technologies. Management has developed a way to evaluate the degree of employee participation in the achievement of objectives related to the continuous quality improvement program. These objectives are the improvement of client service, control of the tax burden on municipalities and use of a management style that promotes worker autonomy.

The period from 1994 to 1999 was marked by an improvement in labour-management relations. Previously, labour relations were deemed difficult by the union because of the lack of a shared vision and values; deficiencies in the organization of work and in internal communications, which resulted in staff disaffection; and a lack of cohesion among the objectives of various activity areas. Labour relations were tense and there were numerous grievances, which were often resolved by arbitration. The changes made since 1994 have tended toward greater labour-management co-operation and a different approach to collective bargaining. The joint management of work organization formally recognized in the 1994 collective agreement has been maintained to this day. Union members agreed to a seven-year collective agreement after less than three months of negotiation, whereas previous bargaining rounds had lasted longer and resulted in agreements of no more than three years. The parties also negotiated letters of agreement on certain aspects of work organization. It should be noted that the difficult budgetary situation in Quebec municipalities in recent years, as well as insecurity related to privatization rumours about the plant, no doubt influenced these changes in work organization and collective bargaining practices.

5 — Main Results of the Experiment

Financial Results

The main financial result of the work reorganization at the plant from 1994 to 1999 was the reduction of about 10 per cent in payroll as a percentage of operating costs. With the increase in productivity and the improvements to the wastewater treatment process, the tax burden on ratepayers in the Montréal Urban Community has been reduced by \$4 million annually since 1994. These improvements, combined with the improvements in the technical performance of the plant since 1991, have resulted in annual savings of \$10 million.

Production Efficiency and Product Quality

With the reorganization of work, production efficiency has increased. This is chiefly the result of the reorganization of work teams at the operational level, the changes in hours of work, the decompartmentalization of trades in maintenance, the increase in the degree of employee commitment to the plant's objectives, the introduction of a process to recover downtime and the addition of some

productive equipment. According to the information gathered, the plant's pumping capacity is now the highest in North America. As for product quality, management's priority is improving services to the public. It therefore participated in a pilot study directed by the Water Environment Research Foundation on the comparative performance of treatment plants in the United States. The plant also joined with the Mouvement québécois de la qualité to implement the "qualimètre".

The union representatives also believe that equipment quality and maintenance have improved since the partnership agreement was signed in 1994. The employees feel that they have a role in the production improvement process. The operators have better technical knowledge of the equipment since the plant acquired an automated command and monitoring system for operating the plant and the interceptors, which allows them to detect faults and advise their colleagues responsible for maintenance. New equipment investments (\$200 million) were also made during this period to improve operational efficiency. In addition, it seems that the decrease in the number of employees from 337 in 1994 to 280 in 1999 did not have a negative impact on the production process. According to the plant director, the employees affected by these cuts were mostly engineers and office staff hired for a specific project involving construction and installation of new plant equipment.

Organizational Results

The work reorganization started in 1994 has had a positive effect on relations between managers and unionized employees, according to the representatives we interviewed. As a result, during the period studied, an operational problem with regard to the integration of the spare crew was clarified in a letter of agreement about the 12-hour work schedule. The replacement procedures for operators and operations employees were also defined, as were the principles for setting up the new work schedules. Despite the reduction in hours of work, the number of workers in operations and maintenance remained virtually unchanged, although several employees were reassigned to improve how various activities were managed.

Labour-management relations at the plant have changed significantly since 1994. The parties had been in conflict for many years before the work reorganization. Experimenting with a new approach to negotiation has provided an opportunity for the

blue-collar workers' union to demonstrate its leadership and drive to the employer. The collective bargaining process has undergone major changes. The dialogue between management and the union is now oriented toward joint action and problem-solving, and union demands are more clearly defined. The parties were more willing to share information during the most recent round of negotiations, which resulted in the labour-management partnership agreement. According to the union representative interviewed, it is nevertheless necessary to remain in a position of strength vis-à-vis the employer, since the union can always refuse management offers if its members judge them to be unsatisfactory.

Individual Results

Job-related tasks have undergone a number of changes since 1994. Mainly these changes have consisted of job enrichment, which is conducive to increased employee flexibility and greater employee interest in achieving plant objectives. Technological changes, especially computerization, have led to the acquisition of new knowledge by the workers involved and an increase in the number of training hours per year. Although all employees receive technical training in water purification, workers already on the job must upgrade their training each year. According to the union representative, the workload has increased for operations and maintenance staff because of the reduction in downtime.

Workers have become more involved in different aspects of the daily management of operations since the implementation of work reorganization in 1994. All employees are now invited to periodic meetings where company strategies and results are shared. In addition, the introduction of an ongoing process of problem resolution involving all managers, union representatives and employees was a key factor in meeting the commitments that flowed from the partnership agreement with the blue-collar workers' union. The work reorganization also helped increase the degree of individual employee commitment, which went from 53 per cent in 1994 to 70 per cent at the beginning of 1997, according to information received from management and confirmed by the vice-president of the blue-collar workers' union. The latter also believes that there has been more consultation with the workers and more co-operation among the employees.

As for worker satisfaction and motivation since the work reorganization, a number of findings came out of the 1999 interview with the vice-president of the blue-collar workers' union, who was the union spokesman during the 1994 negotiations. First, he believes that the workers are pleased to have peace in the workplace again. They are pleased to have kept their jobs after a difficult period when productivity was mediocre despite modern new production equipment. Workers also feel that their expertise is more recognized and that they are consulted more, which contributes to their motivation and their sense of being valued.

6 — Success Factors and Assessment of the Experiment

Various factors contributed to the success of the joint management of work organization begun in 1994 at the Montréal Urban Community's wastewater treatment plant. The parties adopted a co-operative approach and, from the start, sought to put the initiative on a solid footing. Both management and union representatives studied the labour-management partnership experiment at Hydro-Québec, then identified the specific problems at their plant. Together they chose an external consultant to guide the development and implementation of a joint work reorganization program. The organizational changes were then introduced under the joint responsibility of the parties within the framework of the partnership agreement reached in 1994.

This agreement led to a significant drop in production costs at the treatment plant and also generated a 60 per cent decrease in work injuries and absenteeism, as well as a reduction in overtime. These results were obtained because management agreed to a reduction in hours of work, provided this did not cause an increase in staff, which is equivalent to recovering 36,000 hours of work per year in production and maintenance. The organizational changes put in place from 1994 onwards under the direction of a

labour-management committee contributed to a substantial increase in productivity. The agreement created conditions and mechanisms that ensured the co-operative approach adopted in June 1994 would be successful in subsequent years. This agreement, ratified by a large majority of the union members, provided for the creation of committees with extensive responsibilities for implementing recommendations about organizational changes.

Conclusion

This analysis covering the experiment in labour-management co-operation at the Montréal Urban Community's wastewater treatment plant can be concluded by underlining that the radical change in labour relations fostered the implementation of a new work culture and a new joint management approach to organizational changes. This has been maintained despite the cost reduction plan introduced by management in 1994. Management requirements to reduce production costs led to the creation of a number of work teams to improve productivity, reassignment of staff to other tasks, elimination of overtime and a freeze on hiring, but the number of unionized production and maintenance staff remained relatively stable from 1994 to 1999.

This experiment shows that worker participation in the improvement of product quality and the organization of production is facilitated when labour and management agree to negotiate and jointly manage the work reorganization processes while protecting existing jobs. These findings also suggest that an improvement in labour relations is a prerequisite to implementing work reorganization in unionized establishments where labour-management relations are tense and that the intervention of an external consultant can improve labour relations and lead to a labour-management partnership.

NEW COMPENSATION PRACTICES FOR A NEW COMPANY – THE CASE OF ENTOURAGE SOLUTIONS TECHNOLOGIQUES INC.

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Entourage Solutions technologiques inc. (Entourage) was established in February 1996 to install and repair business and residential telephone cabling in Ontario and Quebec. The creation of this company was the outcome of a series of events that occurred in the wake of telecommunications deregulation and Bell Canada's desire to refocus its activities on emerging industries.

In 1995, Bell filed a request for deregulation of single-line residential and business telephone jacks and inside cabling activities. The requested deregulation was intended to make the customer responsible for indoor cabling and to open up this market to competition. The Canadian Radio-television and Telecommunications Commission approved the request. However, to ensure that customers throughout the coverage area would have access to service, the Commission required Bell Canada to continue offering its services to customers who wanted to do business with the company as well as to those who did not have access to a local contractor to meet their needs. On the basis of its cost structure, Bell Canada received approval to charge \$91 an hour for this type of work.

Prior to that, the cost of this work had been included in the basic monthly telephone bill. It was to be expected that customers would look for other solutions, such as using small contractors or moonlighters, to avoid such high charges. Orders to Bell Canada would decline and technicians would be laid off.

The Communications, Energy and Paperworkers Union of Canada representing the technicians at risk of losing their jobs, began discussions with Bell

Canada management about setting up an independent company to do this work. The new company, Entourage, would do the work as a subcontractor, at lower cost. The proposed company was put in place through an investment of \$6.5 million from the Fonds de solidarité des travailleurs et travailleuses du Québec, which became the sole shareholder. Once the investor was found, Entourage signed a service agreement with Bell Canada. The agreement guaranteed Entourage exclusive rights for five years to install and repair residential and business lines for customers who wanted to use Bell Canada's services. It also left the new company free to offer its services directly to consumers in Ontario and Quebec and to explore other lines of business.

A New Organizational Reality

In February 1996, 550 former Bell Canada employees who had accepted Entourage's offer of employment reported to their new place of work. From the outset, the company was unusual because of its share ownership structure, its business context, the reasons for its creation and the source of its work force. Table 1 compares the characteristics of the old and new work situations for the Entourage employees.

Although these employees had received severance pay of between \$20,000 and \$80,000, they would have had to look for a new job if they had not joined Entourage, and although the nature of their work had not changed, they were still taking a risk. Overnight they found themselves in a technical services company that was confronting the reality of competition rather than enjoying a telecommunications monopoly. Under these circumstances, the viability of the company depended on having working

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Table 1

**Comparison Between the Work Situations at Entourage
Solutions technologiques inc. and Bell Canada in 1996**

| | <u>Bell Canada (pre-1996)</u> | <u>Entourage (as of 1996)</u> |
|-------------------------|-------------------------------|-------------------------------|
| Number of employees | 40,000 | 550 |
| Nature of market | monopoly | strong competition |
| Magnitude of resources | substantial | limited |
| Business stage or cycle | maturity/growth | start-up |
| Ownership | thousands of shareholders | one shareholder |
| Management | distant | close, on site |
| Culture | bureaucratic | entrepreneurial |
| Employee's average wage | \$24/hour | \$17/hour |
| Management systems | long-standing | being developed |

conditions specific to its new market, where labour costs represented 65 per cent of sales. This meant that wages were 30 per cent lower than the workers had earned previously.

As one manager put it, *"we were a brand-new company operating under totally different market conditions."* With the creation of Entourage, management faced a dual challenge: to establish management systems and programs that would allow the company to reduce its reliance on its main client, Bell Canada; and to attract and retain skilled employees, which it needed at a constantly growing rate. The staff also had to adopt a new corporate culture, which valued not only quality but also productivity and profitability. While we are not suggesting that these technicians and managers were not concerned with production when they worked for Bell Canada, that had obviously been a workplace where cost centres were mostly concerned with client service. The climate was different at Entourage, a start-up firm that had to face the challenge of productivity and profitability in addition to offering customer service that could meet the growing expectations of consumers who now had to pay for a service that had previously been free.

A Group Flexible Pay Plan

It was against this backdrop that the Entourage managers began, in 1996, to look at what form of compensation for its technicians would best help the company to grow, while meeting the expectations of the employees and the shareholder. Management knew there was no way to make up the technicians'

30 per cent pay cut. The managers had to make the technicians understand the economic aspects of the new situation and the need to quickly adopt a new outlook and the behaviour essential to success.

All the employee groups took part at one time or another in the development and implementation of a creative approach to compensation first devised by the company's management and overseen by the Vice-President, Human Resources. From the beginning, the union was an active partner in the entire process. In fact, it was primarily the union which, after discussions with the employer and representatives of the shareholder, was responsible for achieving a consensus among its members on the different terms of the compensation plan, particularly the eligibility of temporary employees.

As the sole shareholder, the Fonds de solidarité des travailleurs et travailleuses du Québec set the tone and displayed extraordinary commitment by agreeing to a plan whereby 50 per cent of the profits would be shared after a 10 per cent return on shareholders' equity after taxes was paid out. This decision made it possible to develop an attractive plan that was credible in the eyes of the union and the employees.

Lastly, the front-line managers and union stewards also played an important role in developing and implementing the compensation plan. They held joint information sessions in their respective work units to ensure that employees understood the plan, found it fair and were willing to adopt it.

The CASH Program

The plan, known as CASH Program, is designed to promote and translate into action the values necessary to the company's success. Specifically, the Program has the following objectives:

- to encourage the employees to do good things in the interests of the success of the company;
- to give all employees their share of the "pie";
- to make the employees accountable by ensuring that they are able to see the impact of their performance.

The Program provides for the equal splitting between the company and the employees of the earnings (consolidated before taxes and extraordinary items) above a threshold equal to 10 per cent of shareholders' equity. For example, if shareholders' equity amounts to \$10 million, the threshold is set at \$1 million. Above this amount, the profits are shared equally between the employees and Entourage.

The split is based on the number of units the employees accumulate over the year. The number of units allocated to each employee depends on three indicators: the operating profit of the division where the employee works, the operating profit of the region where the employee works, and the profit margin per hour billed of the employee's work team. The executive board sets targets for each of these indicators and matches them with a certain number of units, as illustrated in Table 2.

An employee can therefore accumulate a maximum of 1,000 units. The value of each unit corresponds to the total amount to be shared, divided by the number of units held by all the employees eligible for the Program. For example, if the total amount to be shared is \$1 million and the employees have accumulated a total of 200,000 units, each unit is worth \$5. In this case, an employee who has 700 units is entitled to a bonus of \$3,500. Specific conditions apply to the administrative staff members eligible for the Program since they are not involved in an operational unit.

Effectiveness of the CASH Program

On the whole, the results of the Program based on several indicators of success are positive. In the first place, substantial amounts have been distributed since

the Program was introduced: \$575,000 in 1997, \$1.2 million in 1998, and \$475,000 in 1999. (It should be noted that in 1999, a labour dispute at Bell Canada had a serious impact on Entourage's activities.)

According to management, this indicator is significant because it shows that the company is profitable and that there were surpluses to share, despite the fact that Entourage had to make substantial investments to support rapid growth. Table 3 illustrates how Entourage has evolved since it was established, based on other criteria such as the number of employees and asset value.

Table 2

Number of Units Allocated According to the Three Indicators of Organizational Performance: An Example

| | Number of Units |
|--|--------------------|
| Division's operating profit | |
| \$1.2 million or more | 350 |
| \$1 million (budget target) | 175 |
| Less than \$800,000 | 0 |
| Region's operating profit | |
| \$500,000 or more | 500 |
| \$300,000 (budget target) | 250 |
| Less than \$100,000 | 0 |
| Profit margin per hour billed for the team | |
| \$8 or more | 150 |
| \$6 (budget target) | 75 |
| Less than \$4 | 0 |

Table 3

The Evolution of Entourage Solutions technologiques inc. between 1996 and 1998

| | 1996 | 1998 |
|---|----------|---------|
| Number of employees (Ontario and Quebec) | 1,439 | 2,153 |
| Total revenue (\$000) | 19,400 | 103,717 |
| Total assets (\$000) | 12,267 | 24,209 |
| Net profits (\$) | (3,250) | 860,000 |

When questioned about the effectiveness of the CA\$H Program, the managers and union representatives agreed that the Program had a positive impact on productivity, the quality of customer service, the quality of labour-management relations, the organizational climate, the commitment of the staff to the company and their willingness to upgrade their skills. As one manager pointed out, "the daily actions of our employees tell us that the Program has been successful."

Here is an example of the climate of confidence among employees. The union and management implemented an innovative wage increase formula that was developed when the collective agreement was renewed in 1998. Under this formula, which is illustrated in Table 4, the employees' wage increases are tied to the results of the CA\$H Program. In addition to the lump sum paid to the employees, a percentage of this amount becomes the wage increase for the subsequent year, in the form of a bonus added to the hourly wage. This bonus is incorporated into an employee's wages if the results of the CA\$H Program in the following year are better than in the previous year. This agreement, tying the CA\$H Program to the management of wage increases, is a clear indication of the confidence that the various parties have in both the relevance of the Program and the company's future. In addition, the hourly wage and the bonus amount are indicated separately on the pay stub so that the employee can readily distinguish between them.

Factors in the Success of the CA\$H Program

The union and management are in full agreement that the success of the Program is predominantly attributable to the 50 per cent payout. The figure is important because it sends a clear message to

staff: "Reach a normal rate of return on investment and the surplus will be shared equally with everyone."

The success of the Program is also attributable to the way it was developed and implemented. Since representatives of all the groups concerned were involved, it was not seen as a management program but as the result of a consensus in bargaining and collaboration among all the parties.

While not complicated, the CA\$H Program does call for the employees to have a basic knowledge of accounting and requests that the parties maintain ongoing communication on the company's performance; company management and the union therefore ensure that these two conditions are met. In their opinion, the transparency of all aspects of the administration of this Program accounts for its success. The economic training provided for employees, which is mandatory for at least one member of each work team, also improves the Program's effectiveness.

In addition, conditions were favourable in several respects. At the outset, Entourage was able to count on a partnership with a major client, Bell Canada, which guaranteed it considerable revenue quickly. Secondly, the employees who originally went to work for Entourage were former Bell Canada employees who had received substantial amounts in severance pay. Because these employees were arriving in a new environment and did not yet have any vested interests, they were more open to the CA\$H Program, particularly since with their experience they knew how to reduce costs without compromising service quality.

Lastly, the market for installing wiring and other telecommunications equipment has grown significantly in recent years. Even though Entourage was just

Table 4

Illustration of the Link between the CA\$H Program and Wage Management

| Year | CA\$H: Extra Amount on an Hourly Basis | Wage Increase (¢) | Total Hourly Wage |
|------|--|--------------------|------------------------|
| 1996 | 50¢ | 12.5¢ (25% of 50¢) | \$17.00 + 12.5¢ bonus |
| 1997 | 60¢ | 15¢ (25% of 60¢) | \$17.125 + 15¢ bonus |
| 1998 | 50¢ | 12.5¢ (25% of 50¢) | \$17.125 + 12.5¢ bonus |

starting out, it was destined to succeed. Of course, it had to make the right decisions in order to maximize the potential offered by the Bell Canada volume, and it also had to put in place an organization composed of former Bell Canada employees that in no way resembled Bell Canada. Today, at the dawning of the year 2000, Entourage has a work force of 2,400 employees made up mainly of people who have never worked at Bell Canada. It can now consider penetrating new geographic markets, diversifying its activities and attracting people with new skills. In fact, in 1998, in collaboration with the Ministère de l'Industrie, du commerce, et de la technologie [*department of industry, commerce and technology*] and the Ministère de la Solidarité sociale [*department of social solidarity*] in Quebec, Entourage announced

investments of \$5.1 million to create 365 new jobs. The money will also finance training programs designed to upgrade technicians' knowledge and help them acquire new expertise in information technologies.

On October 25, 1999, the Fonds de solidarité des travailleurs et travailleuses du Québec sold its interest in the company to a consortium with a businessman (Adrien D. Pouliot) as the majority shareholder and Bell Canada as a minority shareholder. Entourage Solutions technologiques inc. plans to offer up to 10 per cent of its share capital to employees.

In 1998, Entourage Solutions technologiques inc. was presented with the IRIS award by l'Ordre des conseillers en relations industrielles du Québec for the quality of this initiative in organizational change.

PRIOR LEARNING ASSESSMENT AND RECOGNITION – THE BRISTOL TECHNICAL TRAINING PROJECT

Wendell C. Wiebe, M.Ed., Manager Staff Development, Bristol Aerospace Limited

in collaboration with
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and Recognition Facilitator for the Bristol Project
D'Arcy Phillips, Project Co-ordinator,
Manitoba Aerospace Human Resources Co-ordinating Committee
Wayne Martel and Al Ireland,
Union Members of the First Training Committee (1994-1996)
Bruce Clark and Don Rogers,
Union Members of the Second Training Committee (1996-1998)
Rick Dedi, Director Prior Learning Assessment Centre

This case study introduces a way to build on a company's own workforce. Bristol Aerospace Limited is located in Winnipeg, Manitoba and has approximately 1,100 employees. Employee accreditation is becoming increasingly important as Bristol moves from military based contracts to commercial contracts. In 1991 preparations to deliver the statutory WHMIS (Workplace Hazardous Materials Information System) training program identified a need to improve the functional literacy and numeracy skills of some of the employees at Bristol. It was time to develop a comprehensive approach to training and build on employees' acquired knowledge and skills.

"Prior Learning Assessment and Recognition" is a process that assesses an individual's prior learning and compares it to the learning outcomes in college courses. Through this process individuals have the opportunity to obtain credit for college level knowledge and skills gained outside the classroom and/or through other educational programs. Red River College has developed a clear policy for the use of Prior Learning Assessment and Recognition at the College and has practiced it for over a decade.

Key Players

Bristol Aerospace Limited

The Company offers a comprehensive range of repair and overhaul services for both fixed and rotary wing aircraft; specialized in precision manufacture of commercial and military aeroengine and aerostructure components and subsystems. Bristol participates in space science research through the provision of sounding rockets, payloads and small satellites and produces defence equipment such as air-to-ground rockets, booster motors and target training systems.

Bristol Aerospace Limited is an operating business unit within Magellan Aerospace Corporation. Magellan Aerospace Corporation is a Canadian based company comprised of well known names in the Canadian Aerospace industry.

CAW-Canada Local 3005

National Automobile, Aerospace, Transportation and General Workers of Canada represents over 215,000 members and is the largest private sector union in Canada. Local 3005 represents over 700 members.

Manitoba Aerospace Human Resources Coordinating Committee

This Aerospace sector group represents 25 companies; combined, these companies employ over 5,500 employees. Their mandate is to assist in sector specific training and institute educational infrastructure change. The Committee has tripartite funding from the provincial and federal governments and Industry.

Red River College

The College supports over 28,000 full- and part-time learners. It delivers over 90 diploma and certificate programs and has been involved in prior learning assessment and recognition in some departments since 1980. Through its Market Driven Training Centre, in conjunction with Industry, the College has developed training in areas such as Gas Turbine Engine and Accessory Overhaul, Composite Fabricator, and Project Management programs.

Key Concepts

DACUM – Developing a Curriculum

DACUM is a process that identifies skills and competencies that define an occupation. A panel of “experts” in that field, working through consensus, determines the skills and the competencies that are associated with each skill to clearly define the occupation. The end product of this process is a DACUM Chart, which is an occupational profile of competencies organized into skill areas.

Prior Learning Assessment and Recognition

“Prior learning” is any learning that an individual has acquired from formal education, work, union and/or voluntary experience, personal study and any other life activities that result in knowledge and skills. Prior Learning Assessment and Recognition is a process that assesses an individual’s prior learning and compares it to the learning outcomes in college courses. Through this process individuals have the opportunity to obtain credit for college level knowledge and skills gained outside the classroom and/or through other educational programs.

Partnerships

Bristol is not a training institution so it was important for Bristol to develop partnerships in this Project. Partnerships, including those involving labour and management, have to be based on mutual trust and common interests or goals. Each partner brings expertise in its field to the committee. Each partner should be able to define their interest in the Project, what they expect to gain and what they perceive as their role in the partnership. Successful partnerships are mutually beneficial with each partner having a genuine sense of ownership in the Project. By having

the accrediting bodies as partners in the process it was hoped that they would take ownership of the process. In that way Prior Learning Assessment and Recognition would be embedded in their program delivery thereby ensuring that anyone approaching the institutions would have access to the system.

Some Principles in the Process

It is critical that an infrastructure is developed for the prior learning assessment and recognition process to be effective. The infrastructure requires the presence of several key elements or principles:

- Courses should have learning outcome statements that define what the learners should know or be able to do after taking the course.
- Longer courses should be modularized so learners can use Prior Learning Assessment and Recognition on the modules.
- Learners must have a clear understanding of the process and what to expect during the process.

Background

Rationale for the Project

Employee accreditation is becoming increasingly important as Bristol moves from military based contracts to commercial contracts. Commercial vendors in the Aerospace industry are required to provide evidence that their employees are qualified to work on a product as a function of quality assurance. It is also important for the individual employees to have credentials to support their skill base because of the fluctuating employment demands in the Industry.

Events that Led Bristol to a Comprehensive Approach to Training

In 1991, preparations to deliver the statutory WHMIS training program identified a need to improve the functional literacy and numeracy skills of some of the employees at Bristol. Up until this point, training had been under the auspices of individual managers and supported from an unmanaged conference and seminar fund. The Company committed itself to a co-ordinated training effort in 1992 by establishing the position of Manager of Staff Development.

The foundation for the Training Project at Bristol was laid in 1993 when a joint management-union training committee was established as part of the collective agreement. The new agreement allowed for the amalgamation of job classifications on the understanding that training would be provided to employees to support them in the transition to the new classification structure. The newly formed committee had to address not only the technical skills training but also the literacy training needs identified by the 1991 WHMIS training. For Bristol management, training was a priority to achieve its changing strategic plan. For the Union, the literacy training was a priority because employees at Bristol were facing layoffs and their literacy skills were affecting the prospects of gaining employment. Industry expects employees to be able to work in a rapidly changing environment where problem-solving skills and literacy skills are very important. It is interesting to note that these reasons would also drive the Technical Training Program.

The first training programs delivered addressed the major needs in workplace-based adult basic education. These needs had been identified from both the 1990-91 WHMIS implementation experience and recommendations of a certification audit by the International Organization for Standardization, which required that employees be able to effectively read and understand documentation.

In the fall of 1994 the results of an Adult Basic Education/Basic Skills Needs Assessment Study was completed and presented to management and labour executives. Ten per cent of the Bristol employees, approximately 125 individuals, were interviewed from seven different work areas ranging from management personnel to skilled manual workers. The study recommended English as a Second Language should be a priority component of a five-course program, which would include "Math", "Communications", "Problem Solving and Teamwork Skills" and "Reading and Writing". The study also recommended that the courses be offered in-house to foster a learning environment and mentality within the Company.

In January of 1995, the first adult basic education courses were offered to employees in Shop Mathematics, Oral Communications and English as a Second Language. As of July 1998, these courses have been offered six times and 139 employees have participated in the Program.

Note: A study of literacy skills has been conducted on the generic technical courses that are being offered at Red River College to clearly define the prerequisite knowledge required to succeed in the Technical Training Program. The Essential Skills Program at Bristol has been enhanced to also allow individuals to prepare for technical training. Two new courses will be added to the Program, "Reading, Writing and Spelling" and "Study Skills", and all five courses have been delivered in a modular format.

Prior Learning Assessment and Recognition Project

Using DACUM

During the 1996 collective bargaining, further consideration of the training requirements driven by the ongoing amalgamation of job classifications identified the need to broaden training initiatives to include technical training, in addition to adult basic education. The broader scope and skill requirements of the new classifications were recognized to require access to a range of technical training.

In the spring of that year, Red River College was engaged to develop work-based curriculum using the DACUM (Designing a Curriculum) methodology. A DACUM facilitator was trained to undertake the six-month development task. DACUM charts were created for 16 job classifications. The DACUMs were developed, reviewed, and validated by workers in the appropriate job classification.

In the fall of 1996, after more than a decade of prior learning assessment and recognition work in various departments, and as part of its long-term commitment, the College established the position of Facilitator. The Facilitator introduced the Joint Training Committee at Bristol to the idea of Prior Learning Assessment and Recognition. The Committee was intrigued by the concept and the ramifications of embedding prior learning assessment and recognition into the technical training at Bristol.

Links to the Prior Learning Assessment Centre

In January of 1997, in order to become more familiar with prior learning assessment and recognition, the committee attended a conference hosted by the

Manitoba Prior Learning Assessment Network. During this conference, the opportunity to secure public funding for initiatives in prior learning assessment and recognition was discussed. A steering committee comprised of representatives from Bristol Aerospace, Manitoba Aerospace Human Resources Coordinating Committee, Red River College, and the Manitoba Department of Education and Training was formed to develop and promote a project proposal for funding from the federal and provincial governments. A Bristol Prior Learning Assessment and Recognition Project steering committee, comprised of the key stakeholders at that time, Bristol Aerospace, Manitoba Aerospace Human Resources Co-ordinating Committee and the Prior Learning Assessment and Recognition Facilitator representing Red River College, was formed to develop strategies to deliver training using prior learning assessment and recognition. Subsequently two companion projects received funding approval from the Government of Canada and the Province of Manitoba: The Bristol Project and the Manitoba Prior Learning Assessment Centre Project.

Matching DACUM Charts to Existing Courses

In the spring of 1997, a consultant was engaged to compare Red River course curriculum to the competencies identified in the DACUM charts of the 16 job classifications. Apprenticeship trades qualifications and course curriculums were also compared to the requirements of the new job classifications. Matches for machinist, tool and die maker and welding trades were in excess of 90 per cent. Matches for Aircraft Maintenance Engineer, Sheet Metal Mechanic and Composites Fabricator also were significant.

In the fall of 1997, the Bristol Project hired a Prior Learning Assessment Facilitator. The Facilitator reviewed the 16 DACUM charts and matched the competencies with the Red River course matches completed earlier in the year. A database was constructed to assist in matching training needs with available training courses and curriculum. A number of curriculum gaps were identified.

Approaching New Partners

In the fall of 1997, through the Manitoba Aerospace Human Resources Coordinating Committee, training opportunities were explored at Stevenson Aviation Technical Training Centre. They were, at that time,

primarily interested in delivering established courses and were not yet prepared to participate in a prior learning assessment and recognition project.

Perceived Delays

In the late fall of 1997, the union raised concerns regarding progress on the provision of technical training. The Prior Learning Assessment and Recognition Steering Committee was growing, with the additional members from Red River College that represented the Mechanical Technologist Department and the Market Driven Training Centre as well as the Provincial funder and the Prior Learning Assessment Centre. The union was concerned that although a great deal of effort had gone into the Project and that the size of the committee seemed to be ever increasing, none of its members had received any training.

Consequently, in January of 1998, the first series of technical courses was delivered to Bristol employees. The courses focused on the skills most common to the majority of job classifications. By July of 1998, 147 individuals accessed technical training courses at Red River College.

Evaluating the Process

Also in January of 1998, the Manitoba Aerospace Human Resources Coordinating Committee funded a consultant to design an evaluation framework for the Prior Learning Assessment and Recognition Project, which would allow evaluation to be conducted within the existing resources of the Project. It was an important step in the process because partners had to reflect on what would make the Project a success for them. The process also identified each partner's motivations for becoming involved in the Project. As part of our ongoing commitment to ensuring this prior learning assessment and recognition model can be used in industry, we have tried to design a project evaluation tool that could be used along with the model in any setting.

Involving the Apprenticeship Branch

During the summer of 1997, the Bristol and Manitoba Aerospace Human Resources Co-ordinating committees met several times with the Apprenticeship Branch to discuss a possible partnership using prior learning assessment and recognition in the apprenticeship trades. In February of 1998, it was

evident that if Bristol employees were to access the apprenticeship programs, the Apprenticeship Branch should be invited to participate in the Project. The focus of the training project had been on delivering training to already existing standards such as the Apprenticeship Red Seal programs and to ensure that the accrediting body was present during the development of the prior learning assessment and recognition process. The Apprenticeship Branch already had a limited process in place through the Inter-provincial Trades Qualification exam, but the Bristol Prior Learning Assessment and Recognition Steering Committee wanted the Branch to adopt a wider range of flexible methods for evaluating an individual's knowledge and skills. It was also important that once an individual was assessed he/she would have access to a flexible method of receiving training, rather than just block release, to complete his/her apprenticeship training. The Apprenticeship Branch was becoming a key stakeholder in the project and had agreed to develop learning outcomes for the Machinist Trade as a pilot for the Bristol Prior Learning Assessment and Recognition Project.

Defining the Matching Process

Between March and June of 1998, the Facilitator produced a more detailed matching of available courses to DACUMs. He was able to do this by drawing on his aerospace background and understanding of the "knowledge and skill" requirements of the job classifications. Further gaps became apparent as the matches between course descriptions and what was actually taught in the courses were explored. The Facilitator reviewed the course outlines and descriptions with the College to determine if any further matches could be made to reduce the curriculum gaps. After two meetings it was determined that further matches could be made but Bristol specific courses would have to be developed by collating parts of existing courses.

In June 1998, a work plan was developed to insure that the project objectives would be met. Up until this time very little had been done at the College to establish courses in a prior learning assessment and recognition format that could be challenged by Bristol employees. Red River College agreed to develop four of 12 training courses representing core curriculum common to the 16 job classifications and the Apprenticeship Branch agreed to establish learning outcomes and alternative assessment methods for the Machinist Apprenticeship by September 1998.

The Steering Committee also agreed that it was important that the partners establish roles and responsibilities of assessors and assessor panels for prior learning assessment by September 1998. In addition the Committee needed to develop a customized prior learning assessment process for Bristol workers for implementation.

The objective of the work plan was to offer prior learning assessment and recognition for the generic training courses and begin the process of prior learning assessment for the Machinist trade as early as October 1998. This project has a two and one-half year mandate, ending in March 2000, to ensure that all classifications at Bristol Aerospace Limited have a training program that is available in a prior learning assessment and recognition format. Without this work plan it would be impossible to meet this long-term mandate.

Unfortunately, the Manitoba Apprenticeship Branch decided against developing the learning outcomes for the Machinist trade. This was a set back to the Project, however, they had been successful in establishing a pilot project with the Prior Learning Assessment Centre and Stevenson Aviation Technical Training Centre, combining their expertise in developing the Transport Canada S License Program into a prior learning assessment and recognition format.

Stevenson Aviation Technical Training Centre

In the summer of 1998 discussions with Stevenson Aviation Technical Training Centre resulted in plans to work together to develop a process of prior learning assessment towards obtaining credentials with Transport Canada regulated licenses.

Prior Learning Assessment in Bristol's Workplace Based Education Program

The use of prior learning assessment as an approach to learning resulted in the modification of the delivery of the Adult Basic Education Program in the fall of 1998. Through prior learning assessment, employees take technical courses they need and can obtain credit for courses that they can already demonstrate. The same principles can be applied to the Adult Basic Education Program. A project has been set up to revamp the Adult Basic Education Program, taking the existing courses and breaking them into modules. Once completed, employees will

be able to take the specific modules that they need, instead on the entire 80-hour course.

The modularization and enhancement of the program will make it more learner friendly, which is an important factor in ensuring that employees can and do access the Program. For those that want to continue on to technical courses, the Adult Basic Education Program with the Prior Learning Assessment and Recognition component will ensure they have the prerequisite knowledge to succeed at a college level. For others this will be a way of refreshing their knowledge required to work in the aerospace industry. Most importantly, these course are designed for individuals to enhance their essential skills for every day living.

Assessment Process to Competency Profiles

As part of the plan to insure that employees have documentation to support prior learning assessments, Bristol established a database system to track and compare classification skills, competencies and to list corresponding courses that could be used for training employees in those competency areas.

Five hundred and one employees have attended a one-hour training information session. Seventy-six sessions were held between January 11 and February 3, 1999. The employees were requested, on a voluntary base, to complete the training assessment questionnaire which is linked directly to the database. This electronic assessment questionnaire will generate information in a database for all participating employees that will identify skills and knowledge that they currently possess and do not possess in relation to the competency profiles for their classification (DACUM for their occupational group) at Bristol Aerospace. Three hundred and forty eight employees completed the electronic assessment.

Training Action Plans

In addition to the assessment, the database will assist the participating employees in the development of individual action plans to acquire the necessary skills and knowledge. This can be done because the database has linked competencies to courses at the College or at other training institutions. A database report of courses or programs of study that have been identified as a training requirement from the assessment process can be generated specific to an employee or by classification. This report will also

aid in identifying areas where additional training efforts should be focused, on a company-wide platform.

Prior Learning Assessment and Recognition Process

Red River College has developed four prior learning assessment and recognition structured courses from the Manufacturing Technician Program. During the information sessions we polled the employees for interest in challenging those courses and other courses that are in the Manufacturing Technician Program.

One hundred and ninety seven individuals indicated an interest in challenging one or more of the four courses that have been reformatted by Red River College, for Prior Learning Assessment and Recognition credit.

Apprenticeship Program Assessments

In addition to the individual assessments, the Manitoba Apprenticeship Branch will be conducting interview assessments with interested machinists and facilitating a training action plan for them. The Apprenticeship Branch will also be conducting interview assessments and facilitating a training action plan with interested employees in the maintenance trades. In those areas, the small quantity of employees prohibited the use of a DACUM process.

By June 1998, it was anticipated that the Manitoba Apprenticeship Branch was going to implement a prior learning assessment and recognition project in the machinist trade. Unfortunately the Apprenticeship Branch feels that the present system has worked for 50 years and has served industry well over that time.

Lessons Learned

When using a DACUM to define a single occupation, terminology is normally not a concern. However, with 16 occupations, terminology did become a stumbling block in generating the database used to identify the list of generic courses, common to the majority of classifications. These courses were to be offered to employees to initiate the training project.

When the DACUM charts are matched to courses they should be matched in a database to ensure that common competencies from the charts can be compared to common courses and provide a positive cross-reference.

The comparisons, courses versus needs, should be done face to face with instructors and program co-ordinators to ensure that matches are valid and that all possible matches are made.

Patience is often required when dealing with possible partners. Define needs and allow partners the time to reflect and determine whether their combined needs have any commonalities.

Roles of partners need to be clarified and re-clarified to ensure that the project timelines are perceived as being appropriate to all stakeholders including the ultimate customers – the trainees.

Each time a new partner joins the process there is a need to review past events. To avoid duplication of learning, ensure that partners are invited to participate as soon as possible.

The evaluation process should be initiated early in the project because it clarifies the roles and responsibilities of each partner. The cost of the evaluation tool should also be included in the project budget.

Ensure that employees are well informed on the process. Sometimes providing information on problems in the process can be a positive step over no information at all.

Remember to deliver courses while structuring the prior learning assessment and recognition model to get employees involved in the program.

The assessment process produces very important information and should be incorporated into the database when it is developed. If the information had been available to the project earlier, a calendar of courses could have been developed based on expressed needs rather than generic competencies.

Conclusion

Learning can be a mixture of formal and informal processes; often employees are not aware that one can receive credit from an institution for work life experience. Medric Comberbach, a former member of the Joint Training Committee and an employee for 19 years became the Prior Learning Assessment and Recognition Facilitator of such a program at Bristol. He attended conferences and workshops so he could gain an understanding of good practices in prior learning assessment and recognition and develop a model for Bristol.

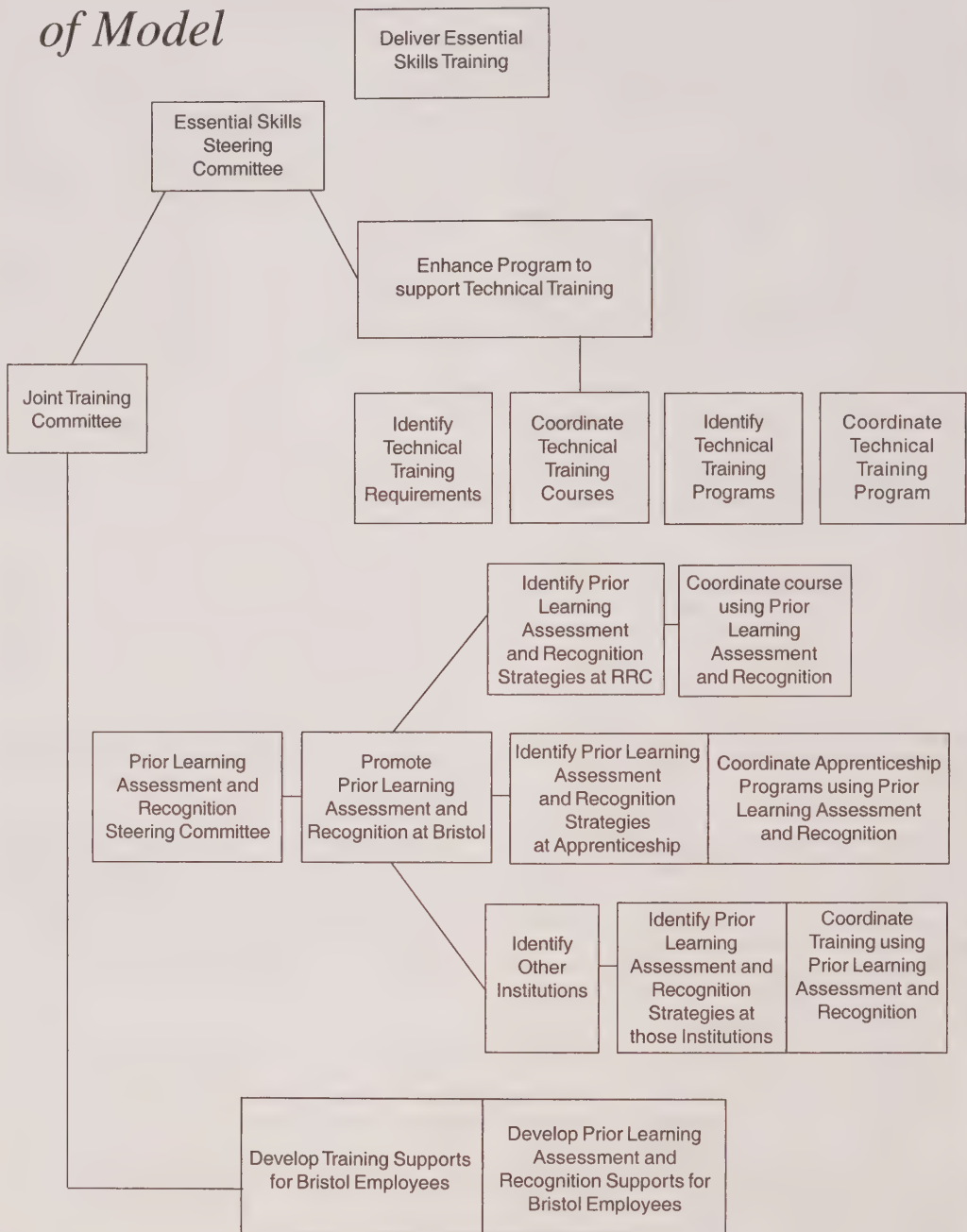
At a one-day learning event, "THINKING OUTSIDE THE BOX" hosted by the Prior Learning Assessment Centre, the focus was to inform industry, institutions and government about Prior Learning Assessment and Recognition. Three models were presented:

- Graham Debling presented on the use of national standards in training and focused on four international models such as the Apprenticeship model in Australia.
- Ann Krebs Bryne presented on a training model developed by Allen Bradley (a United States Corporation) on in-house training. The model focused on industry specific training delivered on-site; the major drawback to this model is there is no external accreditation.
- The Bristol Project presented combined company specific training with national standards accreditation.

Many models are not oriented to the learner's needs. The prior learning assessment and recognition training is for the learner and should be implemented with that in mind. If the Prior Learning Assessment and Recognition Project were to work at Bristol, the model had to be learner-friendly and flexible.

As part of its training initiative, Bristol established a Learning Centre that accommodates on-site training which is delivered by the partnering institutions.

Structure of Model



EFFECTS OF THE ACT RESPECTING PRESCRIPTION DRUG INSURANCE ON THE MANAGEMENT OF EMPLOYERS' GROUP INSURANCE PLANS IN QUEBEC – AN EXPLORATORY STUDY

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Introduction

The existence in Canada of a government-funded health system is often considered a source of competitive advantage, particularly compared with the United States. For example, one recent study concluded that it actually costs less to do business in Canada than in the United States (MacKay et al., 1995). But according to many Canadian companies, this comparative advantage seems to have dwindled over the years (Taylor, 1996). Some experts in the field of health insurance benefits say that the cost of supplemental health and dental insurance plans offered by employers is increasing at a rate of 15 to 20 per cent a year (Cohen, 1993; Simms, 1994).

This is the context in which the Quebec government introduced a new prescription drug insurance plan on January 1, 1997, to meet the needs of the Quebec population. This plan now covers some 1.2 million people who were not previously insured. The first phase of this plan came into effect in August 1996. The province's seniors and recipients of social assistance were the first to participate and pay 25 per cent of the cost of prescriptions under the new co-payment plan.

This reform, which was driven largely by financial and social considerations (Martin, 1996), was debated in the National Assembly in June 1996 by then Minister of Health Dr. Jean Rochon, just as the government was beginning to discuss the problem of the provincial budget deficit. According to Quebec government projections, the prescription drug insurance program should save the government something in the order of \$200 million to \$250 million per year.

It is estimated that expenditures for prescription medications for the Quebec population as a whole stood at about \$2 billion in 1994, and close to \$2.3 billion in 1996 (Castonguay, 1996), representing an increase of approximately 7.5 per cent per annum over the two-year period. These expenditures include all costs of public programs and private plans, as well

as spending by the population not insured under public and private plans.

Implementation of the *Act* respecting prescription drug insurance (Bill 33) has sparked a good deal of concern among employers, who are worried about its financial impact. In a report published in 1996, the Conseil du patronat du Québec argues that this statute is nothing more than a transfer of substantial government costs to the private sector. Bill 33 is thus seen as just another Quebec tax on labour. A joint 1996 brief by the major Quebec labour federations (Fédération des travailleurs et travailleuses du Québec, Confederation of National Trade Unions, Centrale de l'enseignement du Québec) also raises the problem of the increased costs of both group and public insurance plans (estimated at 10 to 16 per cent annually). This brief maintains that if the group insurance plans are not effectively controlled right from the start, the increase in contributions could lead to a real risk that this universal plan will fall apart.

The purpose of this study is to conduct a summary evaluation of the financial impact of the *Act* respecting prescription drug insurance on expenditures allocated by employers to group insurance plans. This research is mainly intended to be exploratory. It is concerned with the provisions of the *Act* that may influence the costs of group insurance plans. It also focusses on how this financial impact affects the extent of coverage of the group plan. In keeping with the nature of the question asked, this research is primarily intended to explore the effect of the *Act* in an industrial relations context.

This study was conducted with six employers in the Greater Montréal area. One university, one bank, two communications companies and two manufacturers were selected. This study takes the costs of the group insurance plans offered by the employers in the period prior to implementation of Bill 33 and compares them with costs after implementation. We then review the main features of this legislation, outline the

research model and methodology employed, present the employers selected for the study, and discuss the implications of the findings. Chart A illustrates the main characteristics of these employers.

The Universal Prescription Drug Insurance Plan

Since the *Act* respecting prescription drug insurance came into effect on January 1, 1997, any employer group insurance plan offering accident, illness or disability coverage¹ must also offer basic prescription drug insurance. Even an employer that has no group insurance plan but does have a salary payment policy in the event of short-term disability is obliged to offer basic drug insurance (Lafrance, 1996). In other words, it is no longer possible for an employer not to offer its employees prescription drug insurance when it decides to offer a group insurance plan. The only way for an employer not to comply with the *Act* would be to put an end to all group insurance plans.

The basic prescription drug insurance plan, or "basic plan," is jointly administered: in the public sector through the Régie de l'assurance-maladie du Québec [hereinafter the Quebec health insurance board], and in the private sector through group insurance plans. On the one hand, the prescription drug insurance plan

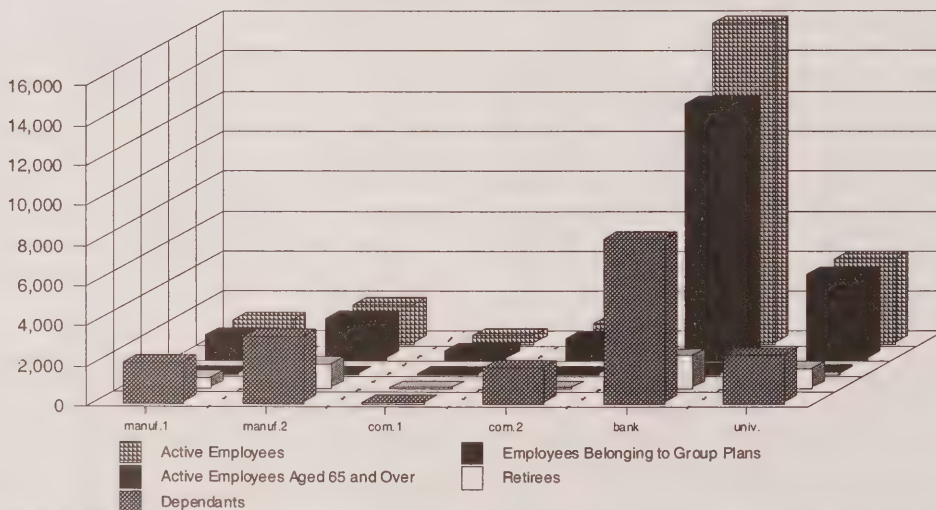
provides for coverage by the Quebec health insurance board for the following persons:

- income security recipients;
- persons 65 years of age and over, if they are not members of a group insurance plan;
- persons under 65 who are not eligible for a group insurance plan; and
- their children.

On the other hand, employer group insurance plans must assume the coverage of all persons eligible by reason of employment status, profession or habitual occupation and all persons 65 years of age or over who decide to join the group insurance plan. Regardless of their employment status, employees are now obliged to join their employer's prescription drug insurance plan. Furthermore, they must ensure that the same coverage is provided to their spouse, their children, and any person with a disability who is domiciled with them. One of the objectives of the *Act* respecting prescription drug insurance is to ensure that all persons are insured, first of all by a private group insurance plan and, failing that, by the Quebec health insurance board (Info assurance-médicaments, 1996).

Chart A

Main Characteristics of the Six Organizations



¹ It is not mandatory for a group plan to contain the full range of programs. This study is confined to the main types of coverage generally offered by the employers.

With regard to private individual plans, in a letter dated January 29, 1997, to Quebec Ombudsman Daniel Jacoby, the then Minister of health, stated that the government had decided to design the drug insurance plan so as to distinguish group insurance, which is the responsibility of the private sector, from individual insurance, which is the responsibility of the

public sector. Individuals would therefore have the choice of whether or not to participate in the government plan if the coverage they had was equivalent or superior to that plan. Table 1 summarizes the changes that have been made to the prescription drug insurance plan.

Table 1
Main Changes in a Group Insurance Plan

| Before Implementation of the Bill | Bill 33 | After Implementation of the Bill | Observations |
|---|------------------|--|--|
| Main Provisions of Bill 33 for a Private Group Insurance Plan | | | |
| The drug insurance plan was included in group insurance plans but was also an important component ^a of the following programs: • health insurance, • hospitalization, • dental insurance. | s. 35 and 36 | Every group insurance plan guaranteeing payment of the cost of medications is deemed to provide basic prescription drug plan coverage. Any group insurance plan that includes basic prescription drug plan coverage is divisible ^b for that part of the coverage. | Any group insurance plan deemed to provide the coverage prescribed by the <i>Act</i> must offer at least the equivalent of the basic Quebec public prescription drug insurance plan. |
| No limit for contributions. In some group insurance plans, the co-insurance percentage was applied at two levels: 30 % and 10 %. | s. 12, 13 and 27 | The maximum annual contribution is set at \$750 per adult. This amount includes what the employee pays as a deductible amount and co-insurance for oneself, a child, and a dependent person with a disability (if any). The co-insurance percentage must not exceed 25 % of the cost of medications and pharmaceutical services. | Contributions are not transferable ^c upon a change in the work or the insurer. |
| No membership obligation for an employee, unless otherwise specified in the collective agreement or if the employee was already a member of another plan. | s. 16 | An employee eligible for a group insurance plan must become a member of the company plan, unless the employee is covered by another plan as a spouse. | \$750 maximum annual contribution per adult. |
| Employees were not required to ensure that coverage was provided for their dependants. Children did not have to have 100 % coverage with no deductible in a group insurance plan. | s. 17 and 18 | Dependants (children 18 years of age and/or 18 or over at school and domiciled with their parents) must be covered by the plan and are exempted from making contributions. The employee must ensure that their spouse is covered if the latter is not covered under another contract. | \$1,500 maximum contribution for a family ^d with two adults (the parents). |

^a Some authors (Taylor, 1996; Castonguay, 1996) consider that medications account for over 60 per cent of the distribution of claims in a supplemental health insurance plan.

^b In a group insurance contract, the prescription drug insurance plan requires a portion of the coverage, contributions, experience, taxable benefits, employee contributions, etc.

^c An eligible person may be required to pay more than \$750 in one reference period.

^d A single ceiling applies for a single-parent family, but two ceilings (\$750 x 2) apply for a family with a spouse.

continued

| Before Implementation of the Bill | Bill 33 | After Implementation of the Bill | Observations |
|---|-----------------|---|--|
| Main Provisions of Bill 33 for a Private Group Insurance Plan (continued) | | | |
| Many group plans used to maintain drug insurance after retirement. Coverage often ended at age 65. | s. 18 | Persons 65 years of age and over can decide to join group insurance plans. | This decision may be irrevocable, if provided for in the contract. ^E |
| Coverage Obligation (for Insurers) | | | |
| Insurers used to evaluate risks before admitting the employees and/or their dependants (if any). | s. 37 | No one may refuse an eligible person membership in a group insurance plan, nor their spouse or child, nor a dependent person with a disability, on the grounds of age, sex or state of health. | The 9 % sales tax continues to apply to contributions, and taxable benefits stemming from the employer's contributions to the group plan are maintained. |
| Contributions were established on the basis of group experience. | s. 40 and 44 | The <i>Act</i> determines the terms and conditions under which risks will be pooled. It determines the co-insurance payment and deductible amount of a private plan and leaves the insurers room to manoeuvre with respect to the contribution. | |
| In the event of a work interruption, there was no legislative constraint on the insurer. | s. 47 to 49 | Unless the plan member fails to pay the contribution, coverage continues for 30 days in the event of a lockout, strike or work stoppage. | |
| Application of a 9 % sales tax on group insurance plan contributions. Private individual insurance plans were also taxed. | | No change to the tax rules. The individual plan is no longer subject to the tax; it is a public responsibility. | |
| What Medications will have to be Insured by the Basic Plan? | | | |
| | s. 8, 60 and 61 | Medications provided in Quebec ^F that are on the list drawn up by the department of health and social services. Excluded are medications provided in hospital or under certain statutes: Commission de la santé et de la sécurité du travail du Québec or Société de l'assurance-automobile du Québec. | The lists of medications insured under group plans are generally broader. |

^E A person aged 65 or over who chooses the coverage offered by the Board may retain the other coverage offered under a group insurance plan.

^F Medications purchased outside Quebec may be recognized if they appear on the list approved by the Quebec health insurance board (RAMQ, 1996).

Key Provisions of Bill 33

1. Mandatory Membership

The obligation to become a member of a group insurance plan applies only when that contract is to the benefit of a group of persons determined on the basis of current or former employment status, profession or habitual occupation. These terms are used to refer to an employment or activity that is generally remunerated. According to the Quebec health insurance board (Régie de l'assurance-maladie du Québec, 1996), any criterion may be used to define the group, with the exception of age, sex or state of health. In other words, the *Act* does not prevent group insurance plans from prescribing waiting periods, probation periods or a minimum number of hours worked in order for employees to receive insurance coverage, in keeping with customary practices. However, an employer can no longer deny its employees access to drug insurance on the basis of their employment status (full-time, part-time, temporary, etc.).

2. Mandatory Coverage of Children and Spouse

The *Act* stipulates that persons covered by a group insurance plan must provide for coverage of their dependants, particularly children and a spouse who do not otherwise have access to a private prescription drug insurance plan. This means that workers covered by group insurance must ensure that the same coverage is provided to their spouse, unless the latter is over 65 years of age or is already covered by a group insurance contract. In this connection, a child is defined as any person under 18 years of age and under parental authority, any spouseless person 25 years of age or under who is in school full time, or any person of any age suffering from a functional impairment that has existed since before the person's 18th birthday and who is not a social assistance recipient. The spouse may be common-law or same-sex.

3. Financial Participation

The contribution of persons required to become members of a group insurance plan that covers pharmaceutical services and medications may consist of a deductible amount, a share of co-insurance, or

both at once. However, the co-insurance payment to be borne by a person required to join a group insurance plan may not exceed 25 per cent of the cost of the pharmaceutical services and medications provided to that person (to him/her, spouse or children). Once a worker's contribution reaches \$750, including for the children, for 12 consecutive months, the employer must assume all additional costs.

Research Model and Methodology

The increase in public and private health care spending is a subject that has received extensive study at the macro-economic level in North America over the last two decades. Most of the research that has examined the factors associated with increased health care costs has used claims for medical care as the primary data. These claims are either from employers (Custer, 1991; Yen et al., 1994; Kingery et al., 1994; Taylor, 1996) or from provincial drug insurance boards, notably those of Quebec (Rhéault et al., 1996; Contandriopoulos, 1991; Desrosiers, 1987) and Ontario (Gorecki, 1992).

Most of the studies' findings associate the increase in health care costs with the following factors:

1. the price of prescription medications;
2. the intensity of their use, or of use of the services offered;
3. health risks;
4. the consumption profile of persons over age 65; and
5. services provided to employees' dependants within the framework of health insurance.

(Custer, 1991; Contandriopoulos, 1991; Gorecki, 1992; Yen et al., 1994; Kingery et al., 1994; Rheault, 1996; Taylor, 1996).

Despite their differences, the studies arrive at much the same conclusions about the factors impacting on health care costs² (Phelps, 1980; Soumerai, 1987; Birch, 1989; Harris et al., 1990; Reeder et al., 1993; SSQ VIE, 1994; Bernard, 1995; Brunelle, 1995; Rhéault, 1995; Martin, 1995; Martin, 1996; Norton, 1996). However, the studies indicate that similarities exist between the provisions of Bill 33 and

² The term "health care" is used in this study out of a concern to faithfully reflect the terms we found in our review of the literature, for there is no empirical research on the subject that uses the term "group insurance plan."

the subsequent determinants for seniors or retired employees, services provided to dependants, health risks of employees and their dependants, and employees' marital status. In other words, there seem to be links between the determinants contained in the provisions of Bill 33 and the increase in health care costs.

This research examines the financial impact of the provisions of Bill 33 on the costs of employers' group insurance plans. We are particularly interested in three aspects of the *Act's* provisions:

1. The cost of the group insurance plan. This can translate into three scenarios, depending on the employer's response to financing the plan. These scenarios are: (a) absorption of all the additional costs by the employer, (b) sharing of the additional costs between employer and employees, and (c) absorption of all the additional costs by the employees.
2. The *Act's* membership criteria and major provisions: (a) mandatory membership of eligible employees in the group plan, (b) mandatory coverage of children and spouse, (c) coverage of employees over the age of 65, and (d) coverage of retired employees. Some experts³ see these provisions as responsible for the increased costs of employer group insurance plans.
3. The extent of the coverage (i.e., reduction of the plan's coverage in order to adjust costs, or increase in contribution costs for the same range of coverage).

The director of employee benefit services for each of the employers selected was surveyed about the nature of that employer's group insurance and prescription drug insurance plans. They were also asked about their experiences in terms of health spending before and after implementation of Bill 33. An attempt was made to determine the *Act's* effects on the range of coverage offered under each employer's group insurance plan. Finally, the respondents were asked to comment on the future of

group insurance plans, based on both the results of plan cost assessments and the government's health policy.

The information was collected in a structured interview, assisted by a questionnaire. This interview asked about: (1) the group insurance plan according to the range of coverage offered by the employer, (2) frequency of use of prescription drug insurance services as part of health insurance, (3) frequency of use of prescription drug insurance plan services offered under Bill 33 as part of the group insurance plan, (4) characteristics of the employer – size and nature of the activity, and (5) characteristics of the users of the employer's prescription drug insurance services – age, number of employees and dependants. The questionnaire was formulated after a preliminary survey of a group of experts⁴ concerned about the implementation of Bill 33.

The information collected was organized according to the provisions of the *Act*. Those provisions constitute the series of independent variables of this research. The effects of these variables (mandatory participation of permanent and temporary employees, their dependants, active employees aged 65 and over, and retirees) on the group insurance plans were analyzed for two periods: prior to and subsequent to implementation of Bill 33.

A comparative analysis was done after the interviews with the six employers. To identify the impact of the provisions of Bill 33 on the costs and extent of these employers' group insurance coverage, we checked their plans for similarities and differences between the two periods.

Note that we used 1996 as the reference year with which to compare the costs of the group plans in 1997. In presenting the findings, however, we have taken account of the cost increases observed in 1994 and 1995. It is essential to understand that, when insurance contracts are renewed, the combined effects of inflation, increased use of prescription drugs and the ageing of the group (where applicable) are felt, and certain increases in contributions are necessary to maintain the fiscal balance of the plan (SSQ VIE, 1994).

³ Giguère, Monique, Director, William M. Mercer Ltée, Montréal (1996), quoted in Taylor (1996), p. 12, and L'Espérance, Jacques, Senior Consultant, Société conseil Mercer Ltée, Montréal, interviewed in March 1997.

⁴ L'Espérance, Jacques, Senior Consultant, Société Conseil Mercer Ltée, Montréal, interviewed in March 1997. Distatsio, Claude, Director, Canadian Life and Health Insurance Association, Montréal, interviewed in March 1997. Granger, Robert, Director Human Resources, Québecor Inc., Montréal, interviewed in June 1997. Gagnon, Denise, Fédération des travailleurs et travailleuses du Québec, Montréal, interviewed in June 1997.

Findings and Discussion

Findings

Particular attention was paid to the indicators relating to the main provisions of Bill 33, such as the number of plan members, dependants and active or retired employees 65 years of age and over, in order to measure their effects on the costs and extent of the six organizations' group plan coverage.

With regard to the costs of these employers' group insurance plans, we found that the increase in contribution costs nearly doubled in five of the six organizations, despite stability of the prescription drug price index, which is estimated to have increased by 5 per cent in 1997. The percentage increase in the costs of these employers' group plans is estimated at between 10 and 15 per cent, even though the annual increase in the costs of these same plans did not exceed 6 per cent through 1994, 1995 and 1996. Furthermore, a 12.75 per cent increase in the cost of premiums was recorded in 1998 in the group plan of manufacturing employer 2. This employer had already posted a 10 per cent increase in 1997. Similarly, the increase in the cost of premiums at the university rose to 18.5 per cent in 1999, after a stable level of increase in 1998 (the same as in 1997). This hike represents a clear departure from the increases of previous years. A proportion of this increase, estimated at 8.5 per cent, is attributable to the provisions of Bill 33, especially section 37. According to the university respondent, many cancer cases were reported, translating into substantial use of medications compared with previous years. Therefore, the study's findings indicate a strong increase in the costs of these employers' group insurance plans (see Table 2).

The data collected show that the growth rate for group plan costs is different from one employer to the next. This variation could be explained by the different cost-sharing strategies preferred by the employers. Some of them, such as the bank, the university and communications employer 2, offloaded a portion of the additional costs onto their employees, while only one employer in this sector (communications 1) passed on all of the additional costs to its employees.

According to Bernard (1995), the basic purpose of these strategies is to apply the different forms of cost-sharing, which are generally used in combination

with each other. For example, the employers have moved to increase the cost of deductibles and co-insurance, or of coverage contributions. Such measures serve to transfer a portion of the costs to the employees (the users of the services), with the amount of those costs being dictated by the level of achievement of the objectives (Soumerai et al., 1993).

With regard to the obligation to join group plans that is prescribed by Bill 33, the employers who employ temporary and part-time staff seem to be mainly responsible for the increase in the number of plan members. For example, section 16 of Bill 33 obliges the bank to offer group plan coverage to its temporary employees, of whom there are 160. Hence there has been a net increase in the employer's expenses in covering this category of employees, who had no protection prior to implementation of the Act.

There has also been an increase in the number of dependants at the university (+181) and the bank (+150). This is the result of changes in marital status reported by certain employees. Taking into account the annual percentage increases in costs of coverage contributions and the change from optional to mandatory coverage of dependants, we note a significant hike in contribution costs for family coverage in 1997 in five organizations, where the percentage increase in group plan costs is estimated at between 10 and 15 per cent (see Table 2).

Finally, despite their insignificant number in three organizations (manufacturer 1, the bank and the university), persons 65 and over who are still employed represent a potential additional expense once they announce their intention to continue as members of the employer's insurance plan. Knowing that prescription drugs make up a large proportion (about 65 per cent) of the costs of the supplemental insurance plan,⁵ the employers are requiring these people to pay their coverage contributions for the prescription drug portion.

Obviously, Bill 33 has not led the employers participating in this study to substantially reduce the extent of the coverage offered by group insurance plans, as we had anticipated, but in most cases it has made those plans less generous. In other words, employees must now contribute more to enjoy the same coverage they had before the Act. Taking the university as an example, it now makes its employees pay a deductible of \$50 per year up to a maximum of

⁵ This is the threshold for reimbursement set by the university; it was increased by \$100 after Bill 33 came into effect.

Table 2

Changes in Number of Members and Costs of Group Plans in the Six Organizations

| Variables / Indicators | Manufacturer 1 | | | Manufacturer 2 | | |
|---|--------------------------------------|------------------|----------|--------------------------------------|-------------------------------|-------------------------|
| | 1996 | 1997 | Change | 1996 | 1997 | Change |
| Number of members of group plan | | | | | | |
| • active employees | 1,100 | 1,100 | — | 1,925 | 1,925 | — |
| • retirees under age 65 | 400 | 400 | — | 289 | 289 | — |
| • retirees 65 and over | — | 125 | (+)125 | 919 | 919 | — |
| Number of active employees aged 65 and over | 100 | no drug coverage | (+)100 | no drug coverage | | — |
| Dependants who are members of the plan | optional 1,980 | mandatory 1,980 | — | optional 85% | mandatory 85% | — |
| Cost of contribution: individual coverage | \$299/yr | \$333/yr | (+) \$34 | \$21.29 to \$32.74/mo. | \$28.04 to \$37.57/mo. | \$4.83 to \$6.75 |
| Cost of contribution: family coverage | \$299/yr | \$333/yr | (+) \$34 | de \$71.86 to \$99.49/mo. | \$97.18 to \$114.17/mo. | \$14.68 to \$25.32 |
| Cost of contribution: retiree under 65 | \$299/yr | \$333/yr | (+) \$34 | ind. \$45.73/mo. fam. \$154.38 | ind. \$44.31 to fam. \$149.06 | (-) \$1.42 (-) \$4.78 |
| Cost of contribution: retiree over 65 | \$299/yr | \$333/yr | (+) \$34 | ind. \$26.71/mo. fam. \$54.72 | ind. \$36.85 to fam. \$75.48 | (+) \$10.14 (+) \$20.76 |
| Variables / Indicators | Communications 1 | | | Communications 2 | | |
| | 1996 | 1997 | Change | 1996 | 1997 | Change |
| Number of members of group plan | | | | | | |
| • active employees | 350 | 350 | — | 1,000 | 1,000 | — |
| • retirees under age 65 | — | — | — | — | — | — |
| • retirees 65 and over | — | — | — | — | — | — |
| Number of active employees aged 65 and over | no active employees aged 65 and over | | | no active employees aged 65 and over | | |
| Dependants who are members of the plan | no response | | | optional 1,800 | mandatory 1,800 | — |
| Cost of contribution: individual coverage | \$24/yr | \$24/yr | — | \$300/yr | \$315/yr | (+) \$15 |
| Cost of contribution: family coverage | \$60/yr | \$60/yr | — | \$600/yr | \$630/yr | (+) \$30 |
| Cost of contribution: retiree under 65 | retirees assume all expenses | | | no coverage for retirees | | |
| Cost of contribution: retiree over 65 | | | | | | |

continued

Table 2 (continued)

| Variables / Indicators | Bank | | | University | | |
|---|-----------------------|--------------------|----------------|--------------------------------------|---------------------------------|----------------------------|
| | 1996 | 1997 | Change | 1996 | 1997 | Change |
| Number of members of group plan | | | | | | |
| • active employees | 12,500 | 12,660 | (+)160 | 4,185 | 4,169 | (-)16 |
| • retirees under age 65 | 1,000 | 1,067 | (+)67 | 675 | 675 | — |
| • retirees 65 and over | 600 | — | (-)600 | 305 | — | (-)305 |
| Number of active employees aged 65 and over | (1%) no drug coverage | | | (1.2%) no drug coverage | | |
| Dependants who are members of the plan | optional 8,000 | mandatory 8,150 | (+)150 | optional 2,200 | mandatory 2,381 | (+)181 |
| Cost of contribution: individual coverage | \$20/mo. | \$21.5/mo. | (+) \$1.5 | \$11.7 to \$12.9 \$/mo. | \$12.1 to \$13.43/mo. | (+) \$0.4 to (+) \$0.53 |
| Cost of contribution: family coverage | \$25/mo. | \$27/mo. | (+) \$2 | \$14.5 to \$27.5/mo. | \$15.6 to \$28.7/mo. | (+) \$1.1 to (+) \$1.2 |
| Cost of contribution: retiree under 65 | \$40/mo. | \$45/mo. | (+) \$5 | no coverage | (+) 13% of cost of contribution | (+) 13% |
| Cost of contribution: retiree over 65 | \$40/mo. | no coverage | (-) the medic. | Pas de couverture pour les retraités | | |

NOTE: The costs of coverage contributions illustrated in the tables above only reflect expenses paid by employers for active and retired employees.

\$100 per family, as opposed to \$25 and \$50 respectively in 1996. University employees (all categories) pay a contribution that is 4 per cent to 5.8 per cent higher than what they paid in June 1996, in order to receive the same coverage. Furthermore, a university employee must now pay out \$1,100 per year⁶ for prescription drugs in order to be reimbursed at 100 per cent, compared with \$1,000 per year before Bill 33 came into force. Retirees under age 65 who are still covered by the university plan have seen a 13 per cent increase in the cost of coverage.

The employers have not in fact reduced the scope of their group plan coverage, but they have raised their employees' expenditures for coverage.

Discussion

As Table 2 shows, active employees aged 65 and over are not covered for prescription drugs by their group insurance plans now that Bill 33 is in force.

Consequently, employers indirectly encourage their employees in this age group to leave the group plan by imposing certain draconian measures, such as payment of \$1,600 per year for family coverage and \$800 per year for individual coverage, which is what manufacturer 1 requires of its older employees. The bank asks its older employees to pay \$600 annually, while communications employer 1 offers only \$60 per year for family coverage, with the remainder being at the employee's expense. The university does not offer its older employees a choice: they have to join the government plan.

Certain authors (Martin, 1996; Lafrance, 1996; Taylor, 1996) had predicted that contributions to supplemental health insurance plans for retirees would be experiencing a significant increase at age 65; and indeed in 1997 there was a sharp increase in the cost of coverage contributions for these people, as was the case at manufacturer 2. For this employer, contribution costs have evolved as shown in Table 3.

⁶ Prescription drug expenses accounted for nearly two thirds (65 per cent) of all health insurance benefits, excluding dental expenses, paid by SSQ VIE in 1993.

Table 3

Evolution of costs of coverage contributions

| Contributions | 1994 | 1995 | 1996 | 1997 |
|---------------|---------------|---------------|---------------|---------------|
| Individual | \$22.55/month | \$23.22/month | \$26.71/month | \$36.85/month |
| Family | \$46.19/month | \$47.58/month | \$54.72/month | \$75.48/month |

These data show that the employers are not assuming all the costs associated with coverage for their retired employees. The manufacturing organizations are continuing to pay all expenses pertaining to group plan coverage, but only for active employees and retirees under the age of 65, in accordance with Bill 33. They are passing on the costs of prescription drugs for retirees aged 65 and over.

The communications organizations are leaving coverage costs to be paid by the retirees, as indicated in Table 2. The bank is paying only a portion of the coverage costs for retirees under age 65. This organization is contributing \$17 a month for individual coverage (i.e., 40 per cent of the total cost), and the retiree under 65 has to bear the rest of the cost. Retired employees aged 65 and over and their dependants are covered by the government plan.

The university is asking its retirees under 65 to pay the entire cost of the contribution: \$33.16 per month for individual coverage and \$66.32 per month for family coverage, plus a 13 per cent increase. Retirees aged 65 and over are encouraged to become members of the government plan.

Conclusion

This study, which was intended to be exploratory in nature, has identified and discussed in detail the impact of Bill 33 on the costs of group insurance plans of Quebec employers. At the end of this study, it is still difficult to offer a definitive impact assessment without indulging in oversimplification. However, the data collected show that spending associated with group insurance coverage increased by 10 per cent to 15 per cent in five organizations out of six. This increase is essentially due to the implementation of the *Act* respecting prescription drug insurance.

The findings show that certain provisions of Bill 33, notably those pertaining to the mandatory membership of personnel with employment status and of dependants and retirees, whether over or under 65 years of age, have an impact on the costs of the organizations' group insurance plans.

Bill 33 obliges organizations that employ temporary or part-time personnel, such as the bank, to cover these employees as well as their dependants, even though they had no coverage whatsoever before the *Act* was implemented. From this standpoint, Bill 33 is perceived as an additional tax on the employers' wage bill. The provision of the *Act* concerning mandatory membership of dependants (sections 17 and 18) had an impact on the number of spouses and children covered, and therefore on the costs associated with their coverage. We also found that the impact of this provision on the costs of group plans is fairly significant in certain organizations where cost-sharing with the employees was not used (manufacturers 1 and 2). In organizations where cost-sharing was used (communications 2, the bank and the university), the impact on costs to the employer was mitigated. It must not be forgotten, however, that there are now more people in Quebec who have prescription drug insurance. The extra costs can therefore be seen as useful, since they are helping to bring about greater social justice.

There is also a relationship between the method of managing the additional costs generated by implementation of the *Act* and the growth rate of group insurance plan costs. The organizations that are assuming all costs of the group plans (drugs included) have faced more pronounced cost increases than employers that have developed a strategy for sharing costs with their employees. This trend has also been observed in a number of European countries. For a few years now, the Netherlands has seen a progressive reduction in coverage under supplemental health insurance plans and an increase in benefit termination by means of restrictive clauses, with the insured persons being steered into government plans. Employers are tending to reduce the number of people insured and to introduce disincentives to consume by raising the deductible amounts. Hence what we are seeing in Europe is stepped-up privatization of supplemental health insurance plans and, as a result, a convergence of their social systems with North American systems (Aarts et al., 1998).

This study also indicates that the most significant cost increase due to Bill 33 has been in coverage costs for retired employees. The data collected show that employers are assuming only a portion of the costs associated with coverage for retirees under age 65, as at the bank and university. All six organizations are curtailing coverage altogether for retirees aged 65 and over, especially for prescription drugs.

This study's findings suggest that certain organizations have posted lower cost increases for their group insurance plans than others have. In reality, these employers have simply adopted measures to reduce and limit costs, to the detriment of their employees. For example, they have made adjustments to their group plans by raising the level of employee contributions, imposing more rational reimbursement limits, increasing contribution amounts, and sometimes developing communication strategies aimed at making plan beneficiaries aware of just how much their benefits cost. Another method that has been used to cut costs is to encourage older and retired employees not to join the employer's group

insurance plan by sharply raising their contribution amounts.

The findings of this study may be of interest to employers in the public as well as the private sector, since both are represented in the organizations we have examined. We have identified not only the impact of the main provisions of Bill 33 on group insurance costs, but also the strategies used by the employers to reduce or curb the growth of costs incurred in providing their employees with group insurance coverage. Given that no research has as yet seriously considered the impact of Bill 33 on the group insurance plans of Quebec employers, our findings offer a direction for further study, which may distinguish the effects of the control variables, particularly those relating to the size of the organization and the age of the employees. Moreover, the Quebec government is proposing to study the impact of this Act very shortly, and the Minister de la Santé et des services sociaux recently announced that his department will be reviewing certain key provisions of the Act in light of the results of these studies.

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THE EMPLOYMENT EQUITY ACT – 1999 ANNUAL REPORT

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The purpose of the Employment Equity Act is to achieve equality in the workplace for women, Aboriginal peoples, persons with disabilities and members of visible minorities. In June 1999, employers covered under the Act submitted their twelfth annual report. The information in these reports depicts the employment situation of the four designated groups in their workplace and the progress that organizations have made toward achieving an equitable representation of the groups during 1998.

Highlights

Qualitative Measures

A number of employers attained a fair representation for women and members of visible minorities. However, many recognized that members of designated groups are still facing employment barriers. These barriers may prevent candidates from applying for jobs. Some employers mentioned that they were reviewing job requirements, while others decided to modify their hiring practices to expand the pool of job applicants. Employers also emphasized the fact that a supportive work environment has a noticeable positive effect on the retention of designated group members in their organizations. They noted that the absence of barriers to the advancement of group members contributes to such an environment.

This year, employers provided more information on the efforts they had made to consult and collaborate with employee representatives on the implementation of employment equity. However, in many cases, it was noted in the reports that no specific mechanisms existed for consulting on equity matters.

The 1999 Merit Awards recognized the special efforts that companies, covered under the Act and the Federal Contractors Program, have made to achieve a representative workforce.

Environment

Two major trends, which were also present in the economy in general, were observed in the industries covered by the Act. On one hand, changes in regulations and the opening up of markets to competition have prompted companies to merge, both to better compete and to take advantage of larger

markets. In some cases, mergers have led to a gradual reduction in personnel. On the other hand, new companies were created, but they had smaller and highly qualified workforces.

The Workforce Under The Act

In 1998, the number of employees reported by federally-regulated companies under the Act increased significantly. It was the first time in years that the workforce had increased to that degree. A large part of the increase occurred because some companies had not reported the year before. The number of employees covered increased in all industrial sectors, with Transportation experiencing the largest increase.

For the first time since 1989, companies covered by the Act hired more people than they terminated, and permanent employment grew by 0.3 per cent. In 1998, the number of hirings and promotions increased noticeably. Accordingly, the total number of opportunities (hirings and promotions) in the workforce rose by about 15 per cent for the second year in a row.

Designated Group Members in the Workforce

Representation

The patterns of representation of the four designated groups in the workforce under the Act evolved differently between 1997 and 1998.

- The representation of women and persons with disabilities decreased for the second year in a row in 1998.

- During the same period, the representation of Aboriginal peoples and members of visible minorities continued to increase, but not as rapidly as in previous years.

In 1998, a significant decrease in the representation of women and persons with disabilities was observed only in the Banking sector. The decrease occurred because significantly more members of the two designated groups were terminated than were hired in that sector.

Employment Opportunities

Compared to Banking, the employment situation in the other industrial sectors was somewhat better for women. Women's employment increased in Transportation and the Other sectors in 1998. Transportation also employed more Aboriginal peoples last year. The overall employment of members of visible minorities grew by 1.2 per cent in 1998, compared to a growth of 0.3 per cent for the entire workforce. This group's employment grew for the fourth consecutive year.

Occupational Profile

Employment in manual work and less specialized jobs in clerical, sales and service personnel categories fell behind in 1998, with positions in the professionals, semiprofessionals and skilled and intermediate sales and service categories making gains.

Members of designated groups generally increased their representation in the more specialized categories mentioned above. Aboriginal peoples increased their representation only in the professional categories and intermediate sales and service personnel. As well, the representation of persons with disabilities increased only in intermediate sales and service personnel. Of concern, however, is that most of the designated groups also experienced a higher percentage of people working in lower-skilled clerical, other sales and service and other manual positions in 1998 compared to the previous year.

Salaries

The salary gap between men and women narrowed slightly in 1998. Women earned on average 76.6 per cent of what men earned for full-time work.

Exceptions were noted for Aboriginal women and women with disabilities, where the salary gap between them and all women in the workforce widened.

Assessment of Employers' Results

Two rankings assess the numerical results of employers. The first ranking (Ranking I) measures the extent to which members of a group were represented in an employer's workforce, and received treatment similar to other employees (in terms of the jobs they do and their salaries). The results of Ranking I show that the situation of members of designated groups has improved (as indicated by the highest score, an "A") in a larger number of companies in 1998. However, the majority of employers still received a medium or low score (a "B" or a "C") for all four designated groups. The best result was for Aboriginal peoples, where one-third of all companies reporting received a high score for this group.

The second ranking (Ranking II) reflects the progress that an employer has made in 1998 in improving the situation of designated groups. Only in the case of Aboriginal peoples did more employers indicate good results in 1998. For women, progress was observed for one third of the employers, but a majority of employers received a low score for Ranking II for persons with disabilities.

Analysis of Employers' Reports

1.1 — The Workforce under the Act

In 1998, the total workforce under the Act increased in all industrial sectors; the highest growth occurred in Transportation. Employment grew by 0.3 per cent. The total number of hirings and promotions in the workforce increased by 15 per cent in 1998. While the number of employees working in clerical jobs decreased, it increased in professional and semiprofessional and technical occupations.

The number of employees covered under the Act increased by 2.6 per cent in 1998. Increases of this size have been observed in only three years (1988, 1989 and 1994) since data have been collected under the Act. The number of employees under the Act increased almost exclusively due to a higher number of employers reporting in 1998. The additional employers reporting in 1998 were either new employers reporting for the first time, or employers who were already covered by the Act but, for different reasons, had not submitted a report in 1997.

In 1998, some 21 organizations joined the ranks of employers covered, bringing the total to 357. This increase is not reflected in the number of employers'

reports in our database (333 reports in 1998 and 332 in 1997).

In 1998, most employees covered worked full time (85.2 per cent), while 13.9 per cent worked part time, and less than 1 per cent were temporary employees. Approximately 80.0 per cent of new hires who joined the workforce under the Act during the year were full-time employees, 17.0 per cent were temporary employees, and 3.0 per cent were part-time employees.

Sectoral Changes

Most new companies that began reporting in 1998 were in the Transportation sector, with Communications following closely. However, the number of employees increased in all industrial sectors. For the second year in a row, Transportation experienced the largest increase (4.1 per cent) in the number of employees. The increase in Communications (1.9 per cent) was the lowest observed. The number of employees in Communications, Banking and the Other sectors began to increase again after having declined for a number of years. Banking and Communications remained the two most important sectors under the Act in terms of the number of employees.

Regional Changes

In 1998, compared to the previous year, the number of employees covered by the Act decreased in the Atlantic provinces (except in Prince Edward Island), but increased in the rest of Canada by approximately 2.0 per cent in Central Canada, 4.1 per cent in Alberta and 7.6 per cent in British Columbia. In British Columbia, most of the increase occurred because a number of companies that had not done so in 1997, filed a report in 1998.

Employment Opportunities

For the second year in a row, the number of hirings increased markedly. Some 75,762 people were hired into permanent jobs in 1998, an increase of 18.0 per cent from the previous year.

Terminations did not increase at the same pace (7.6 per cent) as hirings did, consequently, the net result was positive for the first time since 1989. Companies hired a total of 1,965 more people than they terminated during 1998, resulting in a growth of 0.3 per cent in permanent employment. By comparison, employment declined by 0.8 per cent in 1997.

In 1998, over 7,000 more part-time workers were hired than were terminated. However, the situation was not as favourable for full-time workers where 4,921 more were terminated than were hired.

Employers in the Transportation sector led in hiring more people than they terminated, with employment growing by 1.4 per cent in that sector in 1998. Banks also hired more people than they terminated while Communications suffered a net loss in employment.

Organizations also had opportunities to improve the situation of members of designated groups through promotions. A total of 61,927 people were promoted in permanent jobs in the workforce under the Act in 1998. The total of hirings and promotions reached 137,689, an increase of 15.5 per cent from the previous year.

Occupational Profile

Employees were largely concentrated in the administrative and clerical personnel categories in 1998, jointly accounting for 37.4 per cent of the

**The Number of Employers and Employees by Sector,
1987, 1997, and 1998**

| | Employers | | | Employees | | |
|--------------------|------------|------------|------------|----------------|----------------|----------------|
| | 1987 | 1997 | 1998 | 1987 | 1997 | 1998 |
| Banking | 23 | 19 | 18 | 169,632 | 170,374 | 174,133 |
| Transportation | 208 | 167 | 167 | 203,207 | 150,281 | 156,472 |
| Communications | 90 | 95 | 99 | 179,247 | 191,198 | 194,780 |
| Other Sectors | 52 | 51 | 49 | 43,331 | 59,285 | 60,814 |
| All Sectors | 373 | 332 | 333 | 595,417 | 571,138 | 586,199 |

workforce – down slightly from the 1997 level. The percentage in skilled crafts and trade work also decreased in 1998 from 10.8 per cent to 9.9 per cent.

On the other hand, a higher percentage of employees worked as professionals and semiprofessionals than in the previous year. In 1998, 11.7 per cent of employees covered worked as professionals, and 6.2 per cent as semiprofessionals and technicians. Middle and other managers formed the third largest group, accounting for 10.1 per cent of the workforce under the Act in 1998. The percentage of the workforce in middle management remained almost unchanged between 1997 and 1998.

The concentration of employees in the various occupational groups differed among the various sectors. For example, a large number of people were working in clerical positions and as professionals in Banking, Communications and Other sectors, while in Transportation, almost 45 per cent of all workers were working as skilled or semi-skilled manual workers. The Other sectors also employed a significant number of workers in these two categories.

1.2 — Women

Women's representation in the workforce under the Act decreased in 1998. The representation of women continued to increase in the middle-managerial and professional groups. In the workforce under the Act, women earned 76.6 per cent of what all men earned for full-time work, and the salary gap narrowed in 1998.

Representation

The representation of women decreased for the second year in a row. It decreased from 44.5 per cent in 1997 to 44.3 per cent in 1998. Although there were actually 5,139 more women in the workforce in 1998 than in 1997, their representation still decreased because the number of men increased even more significantly. In the last two years, the representation of women in part-time work has been decreasing considerably, while the number of men working in such jobs continued to rise. The representation of women in full-time work also decreased, but less significantly.

Sectoral Changes

Banking was the only sector in which the representation of women declined from 73.6 per cent in 1997 to 72.5 per cent in 1998. Their representation in that sector has been decreasing since 1993. The

representation of women increased in Transportation and the Other sectors from 1997 to 1998; 23.6 per cent and 25.0 per cent respectively.

Regional Changes

Although the total number of employees covered by the Act working in New Brunswick and Saskatchewan decreased, the number of women in the workforce in these provinces actually increased. In Saskatchewan, the number of women increased more rapidly than did the number of men in some companies in Communications and the Other sectors.

The situation was the opposite in British Columbia. Although the number of employees in that province increased to a large extent, the number of women declined.

Changes in Employment Opportunities

In 1998, more women were hired into permanent positions than were terminated. In part-time jobs, more women joined the workforce under the Act than left. However, these gains were largely offset by the negative result observed in full-time jobs.

The employment of women grew by 0.3 per cent, which was slightly less than for men (0.4 per cent). Despite this growth, the representation of women decreased in 1998 because new employers who have a lower percentage of women in their workforce began to report.

Representation of Women in Companies Covered by the Act in 1998

| | Number of Companies | Representation of Women (%) |
|--|---------------------|-----------------------------|
| All companies | 333 | 44.3 |
| Companies that reported in the previous year | 304 | 44.7 |
| Companies that reported for the first time in 1998 | 29 | 30.9 |

Only in Transportation were more women hired than terminated in permanent jobs. At the end of 1998, some 1,960 women had joined the workforce in this sector. Accordingly, their employment grew by 5.6 per cent. In Banking 973 more women were terminated than were hired. During the same period, banks hired 1,562 more men than they terminated. Women's

employment also declined in Communications as a result of hirings and terminations, but not as significantly as in Banking (0.5 per cent compared to 0.8 per cent).

In 1998, the number of women hired in permanent jobs increased by 24.4 per cent. As a result, the percentage of all people hired who were women jumped from 38.9 per cent to 41.0 per cent. By comparison, they represented 44.3 per cent of all employees under the Act in permanent jobs. The same year, women received 54.9 per cent of all promotions in the workforce.

In 1998, the total number of employment opportunities (hirings and promotions) offered to women increased by 16.0 per cent. This increase in employment opportunities is similar to that observed for men. Interestingly new hirings accounted for 47.7 per cent of the total number of opportunities – an increase of 3.2 percentage points over the preceding year. The 47.7 per cent figure indicates that employers still prefer promoting women who are already on-staff rather than hiring them from the outside.

Occupational Profile

Women in the workforce under the Act are highly concentrated in clerical occupations. In 1998, three occupational groups – clerical personnel, administrative and senior clerical personnel and supervisors of clerical, sales and service personnel – accounted for 65.3 per cent of all women in the workforce. However, in 1998, the concentration of women working in these occupational groups decreased. Moreover, it increased significantly in management, professional and sales and service personnel.

The number of women in 10 of the 14 occupational groups increased more rapidly than did the number of men. The exceptions were in clerical personnel and their supervisors' group, and in skilled and semi-skilled manual work. The representation of women increased most in skilled sales and service personnel and in the other manual workers category. They also continued to increase their representation in the middle management and professional groups.

The representation of women decreased in Banking in 1998. This occurred mainly in intermediate and other sales and service personnel, and clerical personnel and their supervisors. However, despite the general decrease in representation, women did

manage to increase their representation significantly among middle managers. In the Transportation sector, which was the fastest-growing sector between 1997 and 1998, women's representation increased most extensively in a group in which they have traditionally been well represented (supervisors of clerical, sales and service personnel). In Communications, women noticeably improved their representation in sales and service occupations, where it was already high. Finally, they made a breakthrough in other manual work in the Other sectors.

Employment Opportunities by Occupational Group

Employers under the Act made significant efforts to hire women into senior managerial positions in 1998. While 11.7 per cent of all senior managers hired in 1997 were women, this percentage jumped to 20.0 per cent in 1998. Accordingly, this contributed to the increase in the representation of women in this occupational group.

In 1998, more women were hired than were terminated in permanent jobs in intermediate and other sales and service occupations and in semi-skilled manual work. More women were terminated than hired in middle management, supervisor's positions for clerical, sales and service workers, and administrative and senior clerical personnel. Despite this fact, their representation declined only in supervisors positions.

Women received 54.9 per cent of all promotions in the workforce in 1998, although their representation in permanent jobs was only 44.3 per cent. In essence, the percentage of women promoted in middle management, professionals, and supervisors of clerical, sales and service personnel largely exceeded their representation in these groups.

Salaries

The average salary of women working full time in 1998 was \$40,517, or 76.6 per cent of the average salary of men (\$52,883), as compared to 75.9 per cent in 1997. The gap in average salaries between men and women narrowed more significantly in Banking, where women earned 60.5 per cent of what men earned on average in 1997 and 61.9 per cent in 1998. The gap was narrowest in the Communications sector, in which women earned 85.5 per cent of what men earned. The gap widened in the Other sectors during the same period.

**Average Salaries of Women
Working Full Time as a Percentage of
Average Salaries of Men, by Sector, 1998**

| | (%) |
|--------------------|-------------|
| Banking | 61.9 |
| Transportation | 74.0 |
| Communications | 85.5 |
| Other Sectors | 76.8 |
| All Sectors | 76.6 |

One quarter of all women working full time earned less than \$30,000 in 1998. A majority earned between \$30,000 and \$50,000, with 17.4 per cent earning \$50,000 or more. In comparison, more than 40 per cent of all men earned \$50,000 or more, and only 10.1 per cent earned less than \$30,000.

About one third of women in Banking and Transportation earned less than \$30,000, and the situation is improving very slowly over time. Only 13.8 per cent of women in Communications earned less than \$30,000. The Other sectors offered a different picture where 27.6 per cent of women (as compared to 17.4 per cent in all sectors) earned \$50,000 or more in 1998.

1.3 — Aboriginal Peoples

The representation of Aboriginal peoples in the workforce under the Act continued to increase in 1998, but not as rapidly as in previous years. Although the employment of this group declined, other factors more than compensated for the decline. The number of promotions offered to Aboriginal peoples increased at a higher pace than the total number of promotions in the workforce. The representation of the group among managers, professionals, supervisors and intermediate sales and service personnel increased. The salary gap between Aboriginal men and all men in the workforce narrowed from 1997 to 1998, but it widened between Aboriginal women and all women.

Representation

In 1998, Aboriginal peoples accounted for 1.3 per cent of the employees, unchanged over the previous year. The representation of Aboriginal peoples was higher in part-time work, reaching 1.6 per cent, but there was still a gap between their representation in the workforce under the Act and their representation in the Canadian labour force (1.3 against 2.1 per cent).

Sectoral Changes

The situation of Aboriginal peoples has evolved very differently across sectors. While their representation increased in Transportation and Communications, it decreased in Banking and the Other sectors.

At 2.0 per cent, the representation of Aboriginal peoples remained highest in the Other sectors, but Transportation took second place where Aboriginal peoples represented 1.3 per cent of its workforce.

Regional Changes

The number of Aboriginal peoples increased in five provinces and territories in 1998.

Since data have been collected under the Act, the representation of Aboriginal peoples has been the highest in the Yukon and the Northwest Territories. In 1998, it was still high – at 6.3 per cent and 19.8 per cent respectively – but considerably below the 1997 figures. The number of Aboriginal peoples employed by companies covered by the Act in these regions has decreased.

Changes in Employment Opportunities

The percentage of Aboriginal peoples hired in permanent jobs decreased again in 1998. At 1.4 per cent, this percentage was considerably lower than the high it reached in 1994 (1.9 per cent).

The percentage of Aboriginal employees who were terminated also decreased – from 1.7 per cent in 1997 to 1.5 per cent in 1998. However, it was still higher than the percentage of people hired (1.4 per cent) who were members of the group.

The employment of Aboriginal peoples declined by 0.5 per cent, while total employment grew by 0.3 per cent.

With respect to promotions, Aboriginal peoples fared well in 1998. The number of promotions offered to that group increased by 15.4 per cent from the previous year. This increase was higher than the increase in the total number of employees promoted in the workforce (12.5 per cent).

Occupational Profile

Aboriginal peoples are concentrated in three occupational groups. Almost 60 per cent of Aboriginal

employees are in the clerical personnel, skilled crafts and trades and in semi-skilled manual work groups. The percentage of Aboriginal peoples working in clerical and skilled crafts and trades jobs decreased in 1998. On the other hand, considerably more were working as middle managers (6.1 per cent), professionals (6.7 per cent) and semiprofessionals and technicians (5.2 per cent).

The representation of Aboriginal peoples among middle managers and professionals also increased essentially. Other substantial increases were observed in senior managers, supervisors of crafts and trades workers, intermediate sales and service personnel and other manual workers. In the case of other manual workers, the increase only accentuated the high representation of Aboriginal peoples in this type of work.

Employment Opportunities by Occupational Group

The percentage of Aboriginal peoples hired in the workforce decreased in 1998. The occupational groups most affected by this decrease were skilled and other sales and service occupations and semi-skilled manual workers. On the other hand, the percentage of middle managers and other manual workers hired in 1998 increased.

More Aboriginal peoples were terminated than were hired in 8 of the 14 occupational groups. This caused the representation of the group to decrease in semiprofessionals, administrative and senior clerical, skilled sales, and in service personnel.

The percentage of Aboriginal peoples who were promoted in other manual, semi-skilled and skilled crafts and trades work largely exceeded their representation in these occupational groups in 1998. Most Aboriginal peoples who were recruited for management and supervisory jobs and into the administrative and senior clerical personnel group had been promoted from within.

Salaries

Aboriginal men earned 86.3 per cent of what all men earned in 1998 for full-time work. This figure represented an increase from 1997 when the percentage was 85.2 per cent. The estimated average salary of Aboriginal men was \$45,610 for full-time work. In comparison, Aboriginal women earned \$35,510, which was 87.6 per cent of what all women earned in the workforce. This percentage is lower than in 1997

when it was 87.9 per cent, indicating that the salary gap has widened.

Among the industrial sectors, the salary gap between Aboriginal employees and all other employees was narrowest in Communications. In that sector, the average salaries of male and female Aboriginal employees were more than 90 per cent of the average salaries of all men and women. In Transportation, the salary gap for Aboriginal men was slightly narrower than the overall gap for all sectors. The widest salary gap was observed in the Other sectors for both Aboriginal men and women.

Percentage of Aboriginal Peoples in the Workplace Who Earned \$50,000 or More, 1997 and 1998

| | 1997 (%) | 1998 (%) |
|------------------|-------------|-------------|
| Aboriginal men | 26.5 | 29.5 |
| All men | 40.1 | 41.6 |
| Aboriginal women | 8.1 | 9.8 |
| All women | 15.6 | 17.4 |

The percentage of Aboriginal men earning less than \$30,000 increased from 16.1 per cent in 1997 to 16.5 per cent in 1998. Of interest is that the percentage of Aboriginal men earning \$50,000 or more also increased significantly to 29.5 per cent in 1998 from 26.5 per cent in 1997. However, given that 41.6 per cent of all men were in that salary range in 1998, a wide gap still exists between the salaries of Aboriginal men and all men in the workforce.

As many as 36.7 per cent of Aboriginal women earned less than \$30,000 in 1998, which was considerably higher than the percentage of all women (25.2 per cent) in that salary range. Only 9.8 per cent of Aboriginal women earned \$50,000 or more, compared to 17.4 per cent for all women.

1.4 — Persons with Disabilities who received promotions

Representation

At 2.3 per cent, the representation of persons with disabilities was unchanged in 1998, especially in upper management and in skilled and other sales and service personnel, but it increased in some occupations, for instance, among supervisors of crafts and trades workers and other manual workers.

Sectoral Changes

Banking was the only sector in which the number of persons with disabilities decreased in 1998. Women with disabilities accounted for 85 per cent of the decrease, even though they represented only 66.7 per cent of persons with disabilities in this sector.

From 1989 to 1996, the representation of persons with disabilities was the highest in the Banking sector. It had reached 3.7 per cent in 1996. However, with four consecutive decreases in that sector, their representation dropped to 2.3 per cent in 1998 and, by that year, Banking had dropped to third place. The Other sectors had the highest representation for this group (2.9 per cent) in 1998, with Communications following at 2.4 per cent. Transportation – the only sector with a lower representation than Banking – was in fourth place, with only 1.8 per cent of its employees being persons with disabilities.

Regional Changes

The number of persons with disabilities increased considerably between 1997 and 1998 in Nova Scotia, Prince Edward Island, Alberta and British Columbia. However, these increases were almost entirely offset by decreases in Ontario, Quebec, New Brunswick and Manitoba. The representation of persons with disabilities also decreased in Newfoundland, the Yukon and the Northwest Territories, however, the numbers were not significant.

Changes in Employment Opportunities

The percentage of persons with disabilities among all people hired decreased from 1.0 per cent in 1997 to 0.9 per cent in 1998. This decrease was most pronounced in the Other sectors.

After having increased almost every year from 1988 to 1995, the percentage of persons with disabilities terminated started to decrease in 1997. In 1998, it was 2.0 per cent, but was still considerably higher than the percentage of people hired who were members of this group (0.9 per cent).

Employment of persons with disabilities declined by 5.7 per cent, which was the largest decline that any designated group in the workforce under the Act experienced in 1998. The employment of persons with disabilities dropped most in the Banking sector, where it declined by 8.6 per cent.

As was the case with hirings, the number of promotions that the group received increased in 1998, but not as rapidly as it did for all employees. Therefore, the percentage of people promoted who were persons with disabilities decreased. It was 1.8 per cent in 1998, compared to 1.9 per cent in 1997. From 1997 to 1998, the total number of employment opportunities (hirings and promotions) offered to persons with disabilities increased by 9.7 per cent, compared with an increase of 15.5 per cent for all employees.

Occupational Profile

Even though the number of persons with disabilities increased slightly in 1998, their concentration increased greatly in some occupational groups; namely, in the professionals, the supervisors of crafts and trades workers and the intermediate sales and service personnel categories. In the same year, the percentage of persons with disabilities working in skilled crafts and trades and clerical jobs decreased noticeably. These movements had only a very minor effect on the concentration of persons with disabilities in white collar jobs. In 1998, 37.2 per cent of persons with disabilities were in the clerical personnel category and approximately 20 per cent in middle management and professionals. Another 20 per cent were working in the blue collar jobs associated with skilled and semi-skilled manual work.

Persons with disabilities were most highly represented in 1998 among other manual workers, clerical personnel and supervisors of crafts and trades workers. However, the representation of persons with disabilities decreased in skilled and other sales and service personnel and in upper management.

In Transportation, the representation of persons with disabilities also increased significantly in 1998 among supervisors of clerical, sales and service personnel and clerical personnel, as well as among other manual workers. In the Other sectors, a large increase was also noted among semiprofessionals and technicians. In Banking, where the overall representation of the group decreased, persons with disabilities were less well represented in senior management and among supervisors of clerical workers. The representation of persons with disabilities also decreased in Communications. The occupational groups mostly affected by the decrease were senior managers, supervisors of crafts and trades workers and administrative and senior clerical personnel.

Employment Opportunities by Occupational Group

In 1998, fewer persons with disabilities were hired in management, but more in supervisory positions. The percentage of all people hired who were persons with disabilities also decreased in semiprofessionals and technicians and other sales and service personnel.

Employers terminated more persons with disabilities than they hired in all occupational groups except the intermediate sales and service personnel category in 1998. In occupational groups for which the net result was negative, the representation of persons with disabilities decreased mainly among other sales and service personnel, senior managers and supervisors of clerical, sales and service personnel.

The percentage of persons with disabilities promoted in the workforce under the Act decreased in 1998. The occupational groups in which the most noticeable decrease occurred were other manual workers, semiprofessionals and technicians and skilled crafts and trades workers.

Salaries

On average, in 1998, men with disabilities earned 95.7 per cent of what all men earned for full-time work. The average salary of men with disabilities was \$50,632 in that year, compared to \$52,883 for all men in the workforce. Although, the average salary of women with disabilities also represented 95.7 per cent of the average salary of all women, this figure was lower than the year before, when it had reached 95.9 per cent.

Average Salaries of Persons with Disabilities Working Full Time as a Percentage of Average Salaries of All employees, 1998

| | Men with Disabilities (%) | Women with Disabilities (%) |
|--------------------|---------------------------------|-----------------------------------|
| Banking | 99.7 | 96.2 |
| Transportation | 94.7 | 100.0 |
| Communications | 92.7 | 92.9 |
| Other sectors | 95.4 | 94.5 |
| All Sectors | 95.7 | 95.7 |

As in previous years, men with disabilities in Banking, earned salaries similar to those of all men in that sector. This situation was also true for women with disabilities in Transportation, where they earned salaries similar to those of all women.

The majority of men with disabilities earned between \$30,000 and \$49,999 (54.2 per cent). A higher percentage of all men in the workforce earned \$50,000 or more than did men with disabilities (41.6 per cent compared to 37.3 per cent).

A slightly higher percentage of women with disabilities than all women in the workforce earned less than \$30,000 in 1998, and 14.3 per cent of women with disabilities earned \$50,000 or more, compared to 17.4 per cent of all women.

1.5 — Members of Visible Minorities

The representation of members of visible minorities increased again in 1998. Employment grew for this group for the fourth consecutive year. The representation of the group increased the most in skilled and intermediate sales and service jobs and among semiprofessionals and technicians between 1997 and 1998. During the same period, the salary gap between members of visible minorities and all men and women in the workforce narrowed.

Representation

In 1998, the workforce under the Act included 58,000 members of visible minorities. Their representation increased again, from 9.7 per cent in 1997 to 9.9 per cent in 1998.

The representation of members of visible minorities in full-time work increased considerably in 1998 while it decreased in part-time and temporary work. The percentage of members of visible minorities working full time increased from 83.3 per cent in 1997 to 84.1 per cent in 1998 against 85.2 per cent of all employees in the workforce under the Act were working full time.

Sectoral Changes

In 1998, the representation of members of visible minorities increased in three of the four industrial sectors covered by the Act. The exception was the Other sectors.

Regional Changes

Representation of members of visible minorities increased in nine provinces and territories in 1998; the exceptions being Nova Scotia, Prince Edward Island and Newfoundland. The largest increases occurred in British Columbia, Saskatchewan and Manitoba. The representation of the group in British Columbia equalled the Ontario figure of 14.2 per cent.

Changes in Employment Opportunities

In 1998, 11.5 per cent of all employees hired in permanent jobs were members of visible minorities, against 12.3 per cent in 1997. However, this figure still exceeded the group's representation in permanent jobs (9.9 per cent).

Employment grew by 1.2 per cent for the group, compared with 0.3 per cent for the entire workforce. This was the highest growth observed among the designated groups in 1998. This growth was observed in two sectors: Transportation and Communications, mainly in British Columbia and Ontario.

Generally, more members of visible minorities were hired than were terminated in part-time work. The increase is attributed to the addition of new employers submitting reports and improved self-identification processes.

The total number of hirings and promotions offered to members of visible minorities increased by 12.1 per cent from the previous year, which was lower than the increase for the entire workforce (15.5 per cent).

Occupational Profile

In 1998, the number of members of visible minorities increased in skilled and intermediate sales and service personnel, followed by semiprofessionals and technicians. In the past, relatively few members of visible minorities have occupied jobs in these occupational groups. Rather, they have been concentrated in the clerical personnel and professionals category.

The representation of members of visible minorities was highest among administrative and senior clerical personnel and professionals.

Employment Opportunities by Occupational Group

The percentage of members of visible minorities hired in permanent jobs in skilled sales and service occupations and skilled crafts and trades increased greatly in 1998. On the other hand, the percentage in semi-skilled manual work, semiprofessionals and technicians, other sales and services personnel and senior managers was significantly lower in 1998.

The number of members of visible minorities increased in professionals, intermediate and other sales and service personnel, and semi-skilled manual workers.

With regard to promotions, the situation of members of visible minorities was good in almost all occupational groups, especially in two groups. Members of visible minorities received 17.7 per cent of promotions in semi-skilled manual work, while representing only 8.0 per cent of persons employed in that occupational group. A similar situation occurred in intermediate sales and service personnel where members of visible minorities received 15.6 per cent of all promotions, compared to their representation of 7.8 per cent.

Salaries

In 1998, the average salary of visible minority men working full time was \$48,927, or 92.5 per cent of what all men in the workforce earned for the same type of work. With an average salary of \$38,868 in the same year, visible minority women earned 95.9 per cent of what all women earned for full-time work. In both cases, the salary gap narrowed from the previous year, although it narrowed more substantially for visible minority men.

Average Salaries of Members of Visible Minorities Working Full Time as a Percentage of Average Salaries of All employees, by Sex, 1997 and 1998

| | 1997 (%) | 1998 (%) |
|------------------------|-------------|-------------|
| Visible minority men | 91.4 | 92.5 |
| Visible minority women | 95.6 | 95.9 |

The widest salary gap between visible minority men and all men occurred in the Banking sector while the narrowest occurred in the Other sectors. In fact, in that sector, visible minority men earned more, on average, than all men did. The situation for visible minority women in this sector was not as favourable, however. The widest gap between their salary and the salary of all women occurred in the Other sectors. By contrast, visible minority women earned, on average, 97.2 per cent of what all women working in banks earned.

In 1998, 16.8 per cent of visible minority men earned less than \$30,000 compared to 10.1 per cent for all men in the workforce under the Act, the largest difference observed for men in any of the designated groups. The situation of men in this group was better

at the other end of the salary scale, where 36.0 per cent of visible minority men earned \$50,000 or more. As many as 41.6 per cent of all men were in the same salary range, but the difference between the two groups of men was smaller than it was in 1997.

In comparison to their male counterparts, visible minority women were generally doing better when compared to all female employees. For instance, 29.4 per cent of visible minority women earned \$30,000 or less compared to 25.2 per cent for all women, a difference of four percentage points. The difference was even smaller for those earning \$50,000 or more, 15.2 per cent of visible minority women were in that salary range compared to 17.4 per cent for all women.

*An Index of case studies and articles
published in the Workplace Gazette to date
is available at the following address:*

<http://labour.hrdc-drhc.gc.ca/doc/wid-dimt/eng/gazelist.cfm>

The information can be sorted by author and by issue.

WHAT'S NEW IN WORKPLACE INNOVATIONS?

Suzanne Payette
Workplace Information Directorate
Labour Program, Human Resources Development Canada

The economic and social climate of the 1990s reflects the major recession experienced early in the decade and the cautious adjustments adopted during the long and tenuous recovery period. Pressures for changes in organizations began then and continue. Their effects continue to be far-reaching. Rapid and substantial restructuring of the economy continues to be influenced by factors such as international competition and globalization of capital, production and consumers. Rapid diffusion of technological advances and deregulation in transportation and communications have had major impacts at all organizational levels within those industries and beyond.

Innovative workplace practices have become a prominent issue for business, labour and government during the 1990s. There seems to be a shared view that organizational innovations have the potential to enhance business performance, to increase the quality of work and ultimately to contribute to aggregate productivity and income growth.

A major thrust of workplace innovations may have been employer-initiated and focused on enhancing flexibility in the organization. The imperative for flexibility has been competitiveness driven and primarily in response to changing markets and new technological opportunities.

However, in some cases, labour organizations have been the ones recognizing the need for change and driving the change process, keenly aware of the competitiveness issues and potential job losses in the absence of competitiveness. Quebec labour centrals have been at the forefront in their involvement in workplace change and in developing mechanisms for all parties to find how their interests can be addressed. Major industrial unions, such as the International Association of Machinists, have been at the forefront, developing their approach to workplace change in their delivery of joint training to implement high performance work organizations. The

United Steelworkers of America has been a proactive player in the field, having been on the early wave of restructuring both in Canada and the United States.

The Workplace Information Directorate of the Labour Program (Human Resources Development Canada) tracks, analyzes and reports on wage and non-wage provisions negotiated by large bargaining units (500 and more workers across Canada and 200 workers for federal jurisdiction). Over the last decade, a significant number of innovative practices have been reported in collective agreements and memoranda of agreement and in letters of understanding or intent.

Innovative practices have been classified into categories to facilitate their understanding and to further their analysis. These categories include innovations in the organization of work, in human resource management practices including compensation and working conditions, and in industrial relations, including the use of joint committees.

Since 1994, the percentage of collective agreements reporting at least one innovative practice in one of the areas of organization of work, compensation and working conditions, and industrial relations and the use of joint committees, has varied between 30 and 60 per cent of agreements. The highest levels of incentives were recorded in the period 1995 to 1997, where they represented 67, 60 and 50 per cent of agreements. This may be directly due to the fact that contracts signed during this time frame began negotiations during the jobless recovery of 1993-1994. The tenuous recovery may have emphasized the need for organizations to seek competitive advantage from a number of perspectives, including reviewing its organizational practices.

It has been observed that collective agreements which included innovative practices have maintained these practices or built upon them in subsequent collective agreements. In fact, some collective agreements have

Adapted from a presentation made January 26, 2000, at a conference on Incentives and Work Restructuring in a Unionized Environment organized by Federated Press.

moved from a review and assessment mode in a given collective agreement to an implementation mode in a subsequent agreement. Moreover, some collective agreements have added a number of innovations, creating "bundles" of innovative practices. The most significant trends among innovative practices are the following:

- longer-term agreements (greater than 36 months);
- operational flexibility and mutual assistance;
- team based organization of work;
- delayering of the organization;
- reduction in the number of job classes;
- extensive use of labour-management committees;
- continuous bargaining and living agreements;
- modern operating agreement;
- variable or incentive pay programs; and
- flexible benefits.

Table 1

How Prevalent are Innovations?

| | |
|---------------------------|--------|
| One innovation | 40-60% |
| Two innovations | 30-40% |
| Three or more innovations | 20-30% |

A more detailed overview of specific innovative practices is presented in the following sections. Innovations will be presented within previously defined categories of practices: industrial relations, organization of work, human resources practices focusing on pay systems and joint labour-management committees.

Industrial Relations

Industrial relations clauses are those which alter relationships and processes between labour and management, including the bargaining process and the administration of a collective agreement. These innovations include problem-solving or interest-based approaches to bargaining, the inclusion of enabling clauses which allow local union and management representatives to alter the basic conditions of the agreement to respond to local conditions. This category also includes the concept of "living agreement" or "modern operating principles" to frame an overall philosophy in which work is carried out by management and union. Early negotiations and long-term agreements (greater than 36 months) were also included in this category because it was believed that such an approach and the resulting agreements

signaled a recognition on both parts of the need to be efficient in allocating resources to the bargaining process. Furthermore, in the context of a longer framework agreement, more emphasis could be devoted to making the agreement work. Some of these innovations are key underpinnings for development and implementation of effective workplace changes in a unionized environment.

The volume of collective bargaining tracked by the Labour Program has dropped during the decade mainly resulting from a high proportion, where almost one quarter of collective agreements currently have a duration of greater than 36 months, compared to a mere 1 to 2 per cent prior to 1993. This change has moved the average duration from 25.5 months in 1990 to 34.1 in 1999. Indeed, the average duration for long-term collective agreements (those more than 36 months) increased from 44.6 months in 1990 to 59.9 months in 1999.

Moreover, long-term agreements are most prevalent in Quebec, the Atlantic Provinces, the Prairies and British Columbia. The trend is also more concentrated in manufacturing in general and more specifically, in the pulp and paper industry.

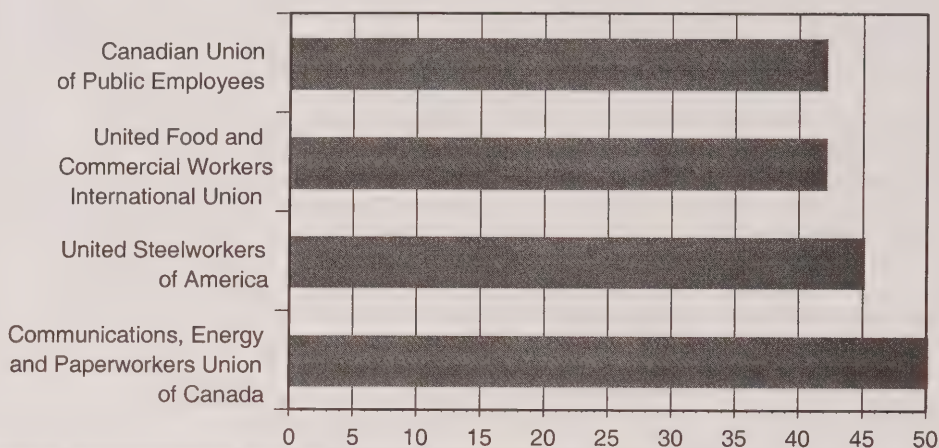
By union, the Communications, Energy and Paperworkers Union of Canada ratified the largest number of long-term agreements (50 with an average term of 67 months). The United Steelworkers of America ranked second with 45 agreements (average term of 51 months) and both the Canadian Union of Public Employees and the United Food and Commercial Workers International Union each signed 42 long-term agreements with an average term of 49 and 55 months respectively.

Bridgestone/Firestone Canada Inc. and the Fédération de la métallurgie of de Confédération des syndicats nationaux (CSN) – Québec used interest-based bargaining for the renewal of their collective agreement.

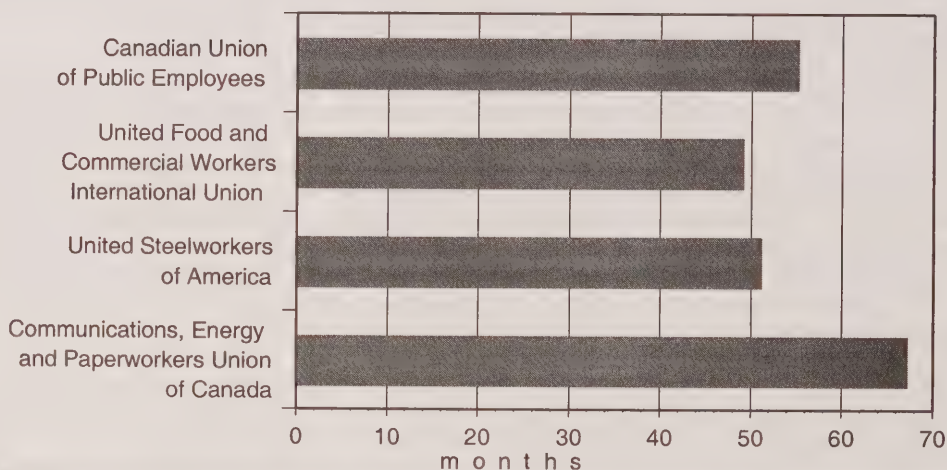
Organizational Restructuring and the Organization of Work

The *organization of work* category describes different ways of distributing work among workers. It includes organizational restructuring, flattening or delayering of the organization, the introduction of work teams, trades flexibility and mutual assistance. Restructuring often leads to broadening of job classifications and greater flexibility in assigning work among workers, including the use of job rotation and rotating leadership

Number of Agreements by Union, in 1999



Duration of Agreements by Union, in 1999



of teams. Contracting-out and contracting-in provisions influence the organization of work and the volume of work available to bargaining unit workers. Such clauses have a major impact on working conditions such as employment security and guaranteed hours of work.

Since the program's commencement of tracking organizational restructuring and changes in the organization of work, there were major changes

initiated in the mid 1990s that have remained in effect over the life of more than one collective agreement. Alternatively, innovative practices introduced by way of a letter of understanding or subsequent to a labour-management committee initiative have been included in recent collective agreements. Some of the more far-reaching changes have included the introduction of multi-skilling or flexibility and operator/maintenance assistance. In some cases, these changes have led to a reduction in the number of job classes.

*H.J. Heinz and
United Food and Commercial Workers Union*

A maintenance line operator is to be established within the following departments: can fill, general fill and cereal. The maintenance line manager will perform normal and capital maintenance work in his/her own department and replace a regular position on the line when required. In the first year of the agreement, up to 10 low seniority maintenance employees may be assigned to the new position, with the number increasing on an as required basis, by one each year, to a maximum of 13 in the fourth year of the agreement.

*Hershey Canada and
United Steelworkers of America*

The current Wrapping Room Department will be structured into three departments: Wrapping, Bagging and Glosettes. Rotation between line teams within these respective departments will be weekly for Production II and III classification.

On-line rotation within Wrapping, Bagging and Glosettes departments will be scheduled as equitably as possible every half hour within the line team, and line productivity will not be adversely affected by this rotation. For purposes of this article, productivity will be defined as "hot seat changeover". There will be no cross-department rotation.

*B.C. Gas and
International Brotherhood of Electrical Workers*

Employees may be rotated through classifications other than their own. These rotations may be initiated by either employer or employee. All job rotation requests will be handled and coordinated by the Training Department to allow and facilitate career development, work enrichment, and learning and training within the organization.

*Molson Breweries and
International Brotherhood of Teamsters*

Multi-skill premiums are used to encourage and foster multi-skilling in client service activities and for brewing operations employees. These premiums represent \$4 per day for the first group and \$0.50 per hour for the latter group.

Work is organized in teams for warehouse, shipping and garage operations and the team leader receives a team leader premium of \$15 per week.

*Camco and Communications, Energy
and Paperworkers Union of Canada*

Self-directed work teams were created where a team leader replaces the traditional foreman. The team concept will be introduced in one department as a pilot and will be assessed before being implemented on a wider scale. The establishment of teams are part of a program to establish a more flexible organization to increase employee accountability while improving quality and productivity.

*Saint John Shipbuilding Limited
and Canadian Auto Workers*

Article 16 on Flexibility introduces the concept in strong terms: It is vital to the company that waiting time and other inefficiencies be reduced to the minimum. To achieve those objectives, employees will cooperate and strive to progress and complete the company's work more efficiently, under the terms of this flexibility article. Employees, if capable, will be expected to perform those functions necessary to implement this article. The company will provide training to allow employees the opportunity to acquire the skills and abilities they need to perform the work safely.

Workers will assist each other and will operate flexibly with one another. Each employee is expected to work in a fully flexible manner to progress and complete his or her own work. Full flexibility means that an employee will undertake any task to minimize inefficiencies and maximize productivity as long as the employee possesses the necessary skill and ability and can do so safely. Flexibility issues are defined within a local, among craft unions and in the relationship between a local and craft unions.

*Weldwood of Canada Ltd., Hinton
Division and HI-ATHA Sawmill Division and
Communications, Energy and Paperworkers
Union of Canada*

A Letter of Understanding incorporates various flexible work practices designed to improve productivity, improve product quality, reduce down time and lower costs, while ensuring that the work is completed in a safe manner. The intent of the agreement is to provide that all employees will safely utilize all of their existing skills to maximize their productivity, and learn and use new skills to enhance their effectiveness. The employer and unions will meet to discuss a module based training program that will enhance the existing skills of employees. The employer will also design

and introduce new training programs to facilitate the implementation and evolution of flexible work practices. The employer agrees that no employee employed as of date of ratification, will lose his/her employment as a direct result of the implementation of flexible initiatives under this Letter of Understanding. In addition, no employee's regular job rate will be reduced when he/she is assigned to perform other duties as a result of workplace flexibility initiatives.

City of Winnipeg and Amalgamated Transit Union

The City and the Amalgamated Transit Union agree to changes that allow for a more flexible approach to work associated with specific classifications in order to improve both overall productivity and individual job satisfaction. Such measures include eliminating the distinction between welders and blacksmiths by forming a single classification, expanding the scope of body repairman to include vehicle frame straightening and vehicle painting, and permitting appropriately trained helpers in Body Shop and Facilities Maintenance to undertake assignments assisting any of the tradespeople working in these two areas.

Innovations in Pay Systems

Innovations in pay systems include skills-based or knowledge-based pay plans, flexibility premiums, broadbanding, and reductions in the number of job classes.

Compensation innovations also include a variety of incentive plans and variable pay plans including individual and group performance and merit pay, gain-sharing, profit sharing and equity plans.

Labour organizations have been somewhat reluctant to accept variable pay or pay at risk. Variable pay was one of the issues that prompted the split of the Canadian component from the United Auto Workers. Canadians were not ready to accept variable pay in the mid 1980s.

The use of performance-based variable pay and incentive pay programs continues to gain momentum as a more effective way to recognize and reward employee performance. No longer restricted to senior management levels, these programs are designed to reward achievement of specific company and individual performance objectives. In variable pay plans, the size of the award varies between individuals and from performance period to performance period, based on

levels of achievement against pre-established company and individual performance targets.

A variable pay plan is likely to be successful when:

- it meets the original objective for which it was designed;
- it drives desired positive results relative to company culture and strategic business objectives; and,
- it addresses the specific needs, business philosophies and operating environments of the implementing organization.

Plan objectives must be clearly articulated: participants must know what is being rewarded and why. Behaviours encouraged by the plan must support company culture and values. Payouts must be related to actual business performance and results and must be clearly communicated and understood by participating employees. Participating employees must be involved in the design process and all elements of the plan must be regularly reviewed for effectiveness in meeting stated objectives and achieving desired results.

Team incentives, gain-sharing and project incentives were the most successful plans because they have the greatest line of sight between company objectives and individual responsibilities.

In a recent Conference Board of Canada report (Compensation Planning Outlook 2000), 85 per cent of responding organizations reported a variable pay plan. Response profile is mostly private sector and mostly non-unionized. Broad-based variable pay plans are being used to drive organizational objectives with all employee groups. In private sector organizations, annual incentive plans are reported in 75 per cent for professional employees, 69 per cent for technical employees, 67 per cent for clerical and support and service employees and 59 per cent for service and production employees. Variable pay is gaining ground in unionized environments where 28 per cent of employers surveyed expect to negotiate variable pay with their unions this year. According to the report, despite historical resistance to such efforts, labour peace is expected to continue.

An American Compensation Association survey reports that 63 per cent of its respondents currently use at least one type of variable pay plan and their results are slightly lower in the nonexempt and hourly employees where 74 per cent of organizations use

variable pay to award performance at management and exempt levels, 43 per cent at nonexempt salaried levels and 38 per cent for hourly employees.

Cash bonus/incentive plans were the most prevalent (present in 88 per cent of responding organizations), followed by lump-sum payments (27 per cent). Profit sharing plans account for 19 per cent of responding organizations and gain-sharing plans represent 10 per cent of respondents.

The majority of plans paid out in 1999 and targets for the coming year have been slightly increased in all employee groups. Payout values range from 28 per cent of base pay for executives to 7.7 per cent for professionals, 6.4 per cent for technical employees, 5.1 per cent for clerical and support, and 4.8 per cent for service and production employees.

The payouts for nonexecutives are reflected in the structure of gain-sharing and profit sharing plans described in collective agreements for unionized employees where the figures over the last few years have hovered around the four and five percent levels as target payouts. In collective agreements, payout targets are in the 4.0-6.0 per cent range.

*Molson Breweries (Montréal) and
International Brotherhood of Teamsters*

Team Leaders working in a team and overseeing team activities in warehouse, shipping and garage operations will receive a team leader premium of \$15 per week. A multi-skill premium of \$4 per day is paid to client service employees and \$0.50 per hour is paid to brewing operations employees.

*Algoma Steel Inc. and
United Steelworkers of America*

A profit sharing plan (previously based on excess cash flow) now defined at 2.0 per cent for profits up to \$40 million, at 4.0 per cent for profits over \$40 up to \$100 million and 6.0 per cent for profits greater than \$100 million.

The Joint Steering Committee was established to develop the principles of a gain-sharing plan based on the reduction of employee controllable costs.

*Entourage Technology Solutions and
Communications, Energy and Paperworkers
Union of Canada*

A profit sharing plan was implemented whereby profits will be shared equally between employees and

Entourage after a 10 per cent after tax return has been paid to a major investor and working ventures, Fonds de solidarité des travailleurs et travailleuses du Québec (Quebec solidarity fund). Under the program an employee can receive up to 1,000 units apportioned according to performance indicators: the division's operating profits, 350 units; profit margin per billable hour, 150 units; variable operationally specific criteria, 500 units. For each indicator, a threshold has been established to determine eligibility, performance targets for earning half the units and a ceiling for maximum earnings. Amount to be shared will be divided by the number of units earned for each of the performance indicators to determine the value of each unit. Each employee will receive 25 per cent of the amount generated by the program, as converted into an hourly equivalent and paid out in each pay period for the following year. At the end of the year, if the Company's financial performance exceeds the previous year, the 25 per cent equivalent will be paid out in a lump-sum and the additional 25 per cent will be paid out over the following year.

*Hudson Bay Mining and Smelting Co. and
United Steelworkers of America*

A gain-sharing plan provides for the payment to employees of a percentage of actual operating earnings less deductions for a negative cost/volume variance to approved budget and the impact of adjustments for inventory from any economic imperatives. Payout begins at a \$5-10 million gain where payout is approximately \$.8 million with a reserve of \$530,000. At the 10-15 million savings, payout is at \$1.2 million and reserves are built up to \$800,000; at the \$15-20 million savings, payout is at \$1.8 million with reserves built up to \$1.2 million; for savings greater than \$20 million, payouts are at \$2.4 million and reserves are capped at \$1.6 million.

*Workers' Compensation Board of British Columbia
and Compensation Employees' Union*

An amount equal to 1.0 per cent of the straight-time annual payroll of the bargaining unit – including the cost of non-wage related benefits – is made available annually to employees for productivity improvements that fall within the scope of the plan. On April 1, 1999, gain-sharing is to be paid as a lump-sum based on planned productivity improvements realized during the first contract year. On April 1, 2000, gain-sharing will be paid as a lump-sum in respect of the second contract year and converted to a general increase that will provide the gain-sharing amounts due employees during succeeding years based on planned productivity

improvements realized during the first contract year and sustained during the second contract year.

*Lake Erie Steel Company Ltd.,
Division of Stelco Inc., (Stelco), and
United Steelworkers of America, Local 8782*

An income-sharing plan was introduced whereby payments of 42¢ per hour for each full percentage point by which the Adjusted Gross Margin per quarter exceeds 18.5 per cent; \$3.55 (\$3.30) maximum payment per hour is \$7,100 per year. The plan is designed to reward employees during periods of profitability. Payment is based on actual Lake Erie Works financial performance each quarter. Plan payouts are calculated according to a formula based on value-added and sales-volume variables. Initial amounts generated under this Plan are applied against an existing cost-of-living adjustment float.

*Canada Post and
Public Service Alliance of Canada*

In a recent settlement, a Corporate Team Incentive Plan has been introduced. This follows on an earlier Team Incentive Plan introduced in 1998 with the Association of Postal Officials of Canada whereby members of the association who received a performance rating of three and above for attaining targets leading to the long-term goals of the Canada Post could receive a maximum incentive potential of 3.0 per cent, based on meeting each of the corporate performance targets: financial performance, 1.2 per cent; service performance, 0.9 per cent; employee satisfaction, 0.9 per cent; and customer satisfaction, 0.9 per cent. Part-time employees are eligible for prorated incentive payments based on actual hours worked at straight time.

*TELUS Communications Inc. and
International Brotherhood of Electrical Workers*

All craft employees will participate in the TELUS Variable Compensation Plan based on the performance of their division. If the plan's goals are met, employees will receive a payment in the first quarter of the following year. The target payout is equal to 3.0 per cent of the employee's annual salary, using the maximum level of the salary range, excluding overtime, premiums and differential.

*Alberta Treasury Branches and
Alberta Union of Provincial Employees*

A variable pay plan that was developed and implemented outside of the collective bargaining process during the term of the previous agreement will continue. The plan, based on attainment of branch, regional and corporate goals, provides for an annual maximum lump-sum payment of 150 per cent of 7.5 per cent of annual salary if all goals are met. In the recent agreement, the percentage of annual salary was raised from 5.5 per cent to the current 7.5 per cent.

*Alcan Smelters and Chemicals and
Canadian Auto Workers Union*

Performance Incentive Bonus with a minimum lump-sum payment of 1.0 per cent of earning per year.

Labour-Management Committees

Perhaps one of the most dramatic changes observed in collective agreements has been the introduction of bilateral mechanisms such as *labour-management committees* to review, analyse, recommend, or implement courses of action. The composition and mandates of joint committees can be advisory or of an implementation nature. The issues dealt with can be a single issue or broad-based, operational and short-term in nature or very strategic and long-term perspective. Committees can be established at a organizational steering level, at a plant level, or at a department or operating level. Often there are joint committees established at a number of levels with differentiated responsibilities and initiatives.

Co-operative efforts in collective agreements can be broken down into levels or stages of cooperation. At the lowest level is a statement in an agreement that commits the parties to cooperate without a formal mechanism established for accomplishing any cooperation. The next stage consists of clauses in the agreement that provide for the establishment of committees as a means of reviewing issues of mutual concern that may arise. Movement further along the continuum introduces formal efforts at cooperation to address traditional issues. These issues were the subject of the earliest co-operative efforts and shared decision-making arrangements on issues such as health and safety, drug abuse, health care, and employment equity. Employment security issues have often been a source of contention in labour negotiations. Thus, clauses that address these issues

Table 2
Stages of Cooperation

| Stage | Description | Prevalence |
|-------|--|------------|
| 1 | Intent to cooperation | 15% |
| 2 | Establishment of committee as means of reviewing issues of mutual concern | 15% |
| 3 | Dealing with traditional issues and some shared decision-making | 30% |
| 4 | Addressing jointly issues of employment security, no lay-off, limitations on contracting-out | 5% |
| 5 | Adding clauses involving employees in decisions regarding high performance work practices | 15% |
| 6 | Co-operative efforts towards improvements in quality, productivity and consumer service | 15% |
| 7 | Highest level: full partnership; involved in joint strategic decision-making | 5.0% |

by providing for employment security are another step forward on the cooperation continuum. The specific clauses address such issues as commitments not to lay off workers and limitations on contracting-out. The next stage on the continuum is the incorporation of clauses that involve employees in decisions regarding high performance work practices. These clauses deal with cooperative efforts towards improvements in quality, productivity and customer service. The agreements at the highest level and labeled full partnership involve joint strategic decision-making.

In the United States, almost half of collective agreements report cooperative provisions. In Canada, 67 per cent of agreements include a provision for joint labour-management committees.

Current Canadian data precludes such a detailed level of analysis at the present time. However, revisions to coding tools will provide such an analysis for collective agreements tracked as of the year 2000.

The following section provides examples of cooperative provisions in selected collective agreements.

*Hershey Canada and
United Steelworkers of America*

A labour-management training advisory committee was established to determine future training needs and methods in order to develop and maintain a "best in class" workforce capable of meeting business needs and to ensure empowerment of the individual to achieve his/her best.

*Algoma Steel Inc. and
United Steelworkers of America*

Labour-management committees of a decision-making and problem-solving nature have been set up throughout the corporation to ensure a greater level of participation and co-determination at all levels. A steering committee directs processes related to technological change, human resources policies and procedures, approving layoffs and new hires, employee communications, and creating, directing and setting policy for departmental steering committees which mirror the duties and responsibilities of the corporate level with additional responsibilities for developing a departmental business/training plans.

*B.C. Tel and
Telecommunications Workers Union*

A pay equity and employment equity labour-management committee to review employment equity issues in the workplace.

*B.C. Gas Utility Ltd. and
International Brotherhood of Electrical Workers*

A gain-sharing program Joint Task Force was struck. It includes three representatives from the International Brotherhood of Electrical Workers, the Office and Professional Employees International Union and management and exempt employees. The task force will explore the concept of gain-sharing, review a wide variety of options, recommend and assess advantages and disadvantages of options, and test recommended alternatives. Recommended alternatives need to be

consistent with company values of integrity, improvement and involvement, supportive of company goals and strategies, foster teamwork among individuals, departments and regions and provide opportunity for all employees to identify their own contribution.

B.C. Gas also established a joint consultative committee to promote the co-operative resolution of workplace issues, to anticipate, respond and adapt to changes in the employer's business, to discuss issues of in-house versus contracting-out, to foster the development of work-related skills, to promote workplace productivity. A "mutual gains" approach will be used to resolve and deal with issues but not as a substitute for regular grievance procedures.

*TELUS Communications Inc. and
International Brotherhood of Electrical Workers*

A labour-management committee was established to develop the terms of reference for a resolution process that will be used to address such contentious issues as the contingent workforce and changes in hours of operation.

Conclusion

In addition to statistical data available from the Collective Agreement Information System, Human Resources Development Canada also conducted a review of case studies that provide interesting observations on innovative workplace practices.

Workplace change can be driven by a variety of forces. The particular source does not necessarily determine whether the change process will be successful or not. It has become well established that a crisis of some sort often triggers workplace change. Most common are "competitive crises" that threaten the very existence of the organization. In other cases, the innovations may be predicated on a corporate culture and managerial ideology that emphasizes "people" values and workplace adaptability. Alternatively, changes may be made in response to morale, recruitment and retention concerns.

Senior management commitment is absolutely essential for implementing a sustainable change process. Sustained efforts at creating an innovative human resource climate are not possible without an unwavering belief on the part of senior personnel within

the organization. Supervisors and first-level managers are absolutely essential to the effectiveness and sustainability of a meaningful change process.

There are different interests among the stakeholders in terms of workplace change. One key is to acknowledge these differences and identify workable tradeoffs. Labour's concerns regarding organizational change obviously overlap with those of management but it is important to recognize that its priorities may include job security, training opportunities, protecting collective rights and other issues that may not be high on management's list. Change processes that do not recognize this diversity of interests are unlikely to succeed over the long term, as evidenced by innovations introduced unilaterally by management without labour consultation and involvement. In cases where innovations are introduced in "top-down" fashion, union locals may not be prepared to address workplace change initiatives which usually involves issues beyond their traditional experience and expertise. That frequently has left them with choosing between two difficult options. On the one hand, they can accept management initiatives and the associated risk that these might not be in the best interests of the membership; or they can oppose them and face the potential hazard of blocking changes that might be necessary to ensure the survival and competitiveness of the organization. Thus, unions need to develop their own agenda on workplace innovations, identifying the ingredients that will be necessary for the change to benefit the membership. At a minimum, they have to work through the issues and identify conditions that are necessary for their endorsement and participation in the process.

There are no magic recipes and successful innovative practices can look very different in different organizations. Fit is a critical consideration. What works will depend on the nature of the organization and the environment. There needs to be consistency between innovative work practices and other policies and practices within the organization.

The participation of "third parties" can have a significant influence in either direction on a change initiative. Third parties can include consultants, facilitators, mediators and industry groups. They can play a useful role in transmitting specialized expertise and knowledge into the organization; they can be effective in facilitating and mediating differing interests and helping the participants build the trust necessary to establish workable tradeoffs.

Information represents an important dimension at all stages of organizational innovation, from introduction through implementation to evaluation. The lack of information impedes successful innovation and its sustainability.

Expectations about workplace innovations must be realistic in terms of goals, timeframes, and the impact of unplanned events. There is general agreement that

organizational objectives concerning productivity, quality and overall performance can be positively influenced by workplace innovations designed to increase flexibility and employee contributions. There is less agreement on the outcomes for employees and their unions. It does appear that high performance type innovations can lead to investments in training, enhance job quality, and increase job satisfaction.

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SELECTION OF RECENT CHANGES IN CANADIAN LABOUR LAWS

Adopted Bills, Regulations and Other Statutory Instruments

Michel Gauvin

Labour Law Analysis, Strategic Policy and Partnerships

Labour Program, Human Resources Development Canada

Quebec*: An Act to amend the Act Respecting Labour Standards as Regards Differences in Treatment; Bill 67 Assented to December 20, 1999

The purpose of the Act to amend the *Act Respecting Labour Standards as Regards Differences in Treatment* is to prohibit, in an individual contract of employment, in a collective agreement under the *Labour Code*, in any other agreement relating to conditions of employment, including a Government regulation giving effect to it, or in a collective agreement decree, provisions which grant an employee covered by a labour standard under the *Act Respecting Labour Standards* or a regulation issued under it, a condition of employment less advantageous than that which is applicable to other employees performing the same tasks in the same establishment, when the difference is based solely on the date of hiring.

The conditions of employment to which the prohibition applies are those dealing with wages, hours of work, paid statutory holidays, annual vacations with pay, daily and weekly rest periods, leave for family events, notice of termination of employment or layoff, work certificates, as well as other standards such as those dealing with work uniform, premiums, allowances, indemnities, tools, showers, cloakrooms and rest areas.

However, a condition of employment based on seniority or years of service does not constitute a contravention of this prohibition even though seniority and years of service generally accrue from the date of hiring.

Also, the Act does not prohibit the establishment or maintenance, in regard to working conditions, of special arrangements to accommodate handicapped persons. This provision is not subjected to a time constraint. Nor does the Act prohibit, in regard to

conditions of employment it covers, temporary differences in treatment in cases of reclassification or demotion of an employee, or in cases of mergers of businesses or of internal reorganization in an enterprise.

Moreover, with respect to the application of the prohibition regarding differences in treatment, the Act stipulates that the wages and the rules relating to those wages are not to be taken into account when they are temporarily put in place to prevent an employee from being disadvantaged owing to the employee's integration into a new wage rate, a new wage scale, or a wage scale whose range has been modified, until this rate or scale reaches the employee's wages. For this rule to apply, two conditions must be met. Firstly, the wage rate or wage scale must be established to be applicable, subject to the situations referred to in the previous paragraph, to all employees performing the same tasks in the same establishment. Secondly, the difference between the wage applied to the employee and the wage rate or scale established to be applicable to all such employees is progressively eliminated within a reasonable period of time.

The prohibition regarding differences in treatment may thus be applied in different ways depending on the particular circumstances of the employees or of the businesses, or depending on the range of the differential to be eliminated. However, other than in cases of special arrangements to accommodate handicapped persons, the removal of differences in treatment is a mandatory result prescribed by the Act.

Since it is itself a labour standard, the prohibition regarding differences in treatment has the effects and characteristics of labour standards. Section 93 of the *Act Respecting Labour Standards*, provides in this regard that, unless permitted by legislation, labour

* This text was provided by the Quebec Department of Labour.

standards are of public order, and that any provision of a contract of employment, a collective agreement, or a collective agreement decree that contravenes a labour standard is null by right.

In regard to recourses, the *Act Respecting Labour Standards* already provides that an employee who believes that he/she is the victim of an infraction to a right conferred under this Act may file a written complaint to the Labour Standards Commission, that the Commission is required to investigate the matter and that it is even empowered, as needed, to initiate a judiciary review, as appropriate, on behalf of the employee; these provisions will also apply in the case of prohibited differences in treatment. The *Act Respecting Labour Standards* also provides that where the employee is covered by a collective agreement or a collective agreement decree, he/she must prove to the Commission that he/she has exhausted the recourses (the grievance process or other recourse) arising out of that agreement or decree. However, in regard to prohibited differences in treatment, employees covered by an agreement or decree will not be required to exhaust these other recourses; to avoid duplication of recourses, they will be required to show the Commission that they have not resorted to the recourses provided under the collective agreement or decree or that, if these recourses were used, they withdrew from them before a final decision was rendered.

The legislation provides that the Minister of Labour must report to the Government not later than June 30, 2004, in regard to the implementation of the amendments and on whether they should be continued or modified. The legislation also provides the report will be examined by a committee of the National Assembly.

The *Act to amend the Act Respecting Labour Standards as regards differences in treatment* came into force on January 1, 2000. However, the provisions on differences in treatment come into force on different dates, depending on the type of agreement or contract of employment. Thus, all collective agreements or arbitration awards coming into force after February 29, 2000 are required to be written so as to take into account the prohibition regarding differences in treatment. In the case of collective agreement decrees, the provisions of the Act will come into force on January 1, 2001. Finally, in the case of other types of agreements or contracts of employment, particularly the individual contracts of employment of non-unionized employees, the provisions of the Act will come into force as of July 1, 2000.

Quebec: Regulation to amend the Regulation respecting certain exemptions from the requirement of holding a competency certificate or an exemption issued by the Commission de la construction du Québec under the Act respecting labour relations, vocational training and manpower management in the construction industry; O.C. 1463-99, Quebec Official Gazette, Part 2, of December 29, 1999

Effective December 15, 1999, this amendment to the *Regulation* has increased the number of situations where persons domiciled in Ontario are exempt from the requirement of holding a competency certificate or an exemption issued by the Quebec Construction Commission. These are the persons who are covered by a bilateral intergovernmental agreement in respect of mutual recognition of qualifications, skills and work experience in trades and occupations in the construction industry and who meet, in accordance with such agreement, the requirements in respect of occupational health and safety training.

For additional information on recently adopted or proposed changes to Canadian Labour Laws, please visit the Labour Program Web site at:

<http://labour.hrdc-drhc.gc.ca/>
and click on "Canadian Labour Law Information".

YESTERDAY AND TODAY

Labour-Management Cooperation

*Suzanne Payette
Workplace Information Directorate
Labour Program, Human Resources Development Canada*

Fifty Years Ago...

In March 1950, the Labour Gazette reported an increase in the number of labour-management production committees. These committees, composed of representatives from management and labour, were formed in plants for the purpose of improving production efficiency by means of joint consultation. They also made recommendations on product quality, safety, tool conservation, plant housekeeping, employee welfare and many other items. The distribution of committees by regional breakdown was as follows: Atlantic, 52 or 8 per cent; Quebec, 128 or 20 per cent; Ontario, 295 or 46 per cent; the Prairies, 111 or 17 per cent; and British Columbia, 46 or 7 per cent. Many of these joint committees were set up with the assistance of the Labour-Management Co-operation Service of the Industrial Relations Branch. In fact, the assistance of field representatives of the Service was available to both management and trade unions in setting up such committees and in helping them after they had become established.

Over the last 50 years continued efforts have been made to foster constructive labour-management relations. This has been attained through legislative changes, voluntary compliance processes and training and education of both labour and management representatives in problem-solving techniques, in management issues, and in collaborative processes for resolving difficult problems.

Today...

The Labour-Management Services of the Federal Mediation and Conciliation Branch continues to offer proactive and preventive programs to help labour and management resolve their differences in constructive ways. Funding is available for joint labour-management projects that are aimed at improving relationships between the parties and improving methods of dealing with conflict. Initiatives have varied from joint studies to develop strategic orientation for future business directions to joint studies to embark on new ways of relating to each other. Also, there have been joint projects to introduce technological change and to enhance job skills of workers to better enable them to meet the challenges of evolving work. Preventive mediation services have focused on developing and improving the ways labour and management relate to each other during collective bargaining (interest-based bargaining or mutual gains bargaining) or in ways of dealing with specific conflicts such as accelerated grievance processes, final offer selection, or grievance mediation.

The pursuit of effective labour relations is a continuous process to which each of the parties (business, labour and government) contribute and the overall success of such initiatives is dependent upon each of the parties. This issue of the Workplace Gazette includes an article on "What's New in Workplace Innovations" and focuses specifically on stages of labour-management cooperation. Labour-management committees are part of the regularly featured article concerning innovative practices in collective agreements.

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The Workplace Information Directorate is your source for up-to-date, customized information on industrial relations and collective bargaining.

By meeting your specific research needs, we can assist you in preparing for the resolution of issues at the bargaining table. We can also help you keep abreast of developments in the industrial relations field through our information service and publications. Our resources are used by negotiators, researchers, economists, consultants, journalists, teachers and many others.

Wage Settlements Bulletin

A monthly publication providing the most up-to-date information and analysis of major wage developments in collective bargaining in Canada. The Bulletin is a valuable and recognized reference source providing statistical and analytical information illustrated with useful charts and tables on recent wage developments in Canada. The aggregate data and details are published in the following groupings: public and private sectors, regions and jurisdictions, and major industry groups. Annual subscription: Canada, \$200 plus 7% GST (\$214); other countries, U.S. \$200. (Available by fax or by mail).

Workplace Gazette

A quarterly publication providing data on wage adjustments from major collective bargaining settlements by public and private sectors, by region, by jurisdiction and by major industry; detailed analysis of selected provisions in major agreements; information on innovative workplace practices in Canada resulting from collective bargaining; a quarterly calendar of major collective agreement expiries and reopeners; and, a chronological perspective on work stoppages in Canada. It also features articles or case studies on pertinent industrial relations matters. Annual subscription: Canada, \$125 plus 7% GST (\$133.75); other countries, U.S. \$125.

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A monthly publication containing timely information based on recently signed major collective agreements in Canada. The publication focuses on summaries of changes to wages and benefits in selected settlements, the status of key negotiations as well as data on work stoppages in Canada. In addition, a listing of formal and up-to-date reports of major settlements is provided and copies are available by calling the Workplace Information Directorate at 1-800-567-6866 or (819) 997-3117. Annual subscription: Canada, \$50 plus 7% GST (\$53.50); other countries, U.S. \$50.

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- Work, Family and Community: Key Findings
- Union Renewal: New Directions



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*The content of this publication has been prepared by members of
the Social Science Employees Association and the Public Service
Alliance of Canada.*

AT A GLANCE

The *Workplace Gazette* presents a wide range of information and analysis to meet the ever-changing needs of the industrial relations community. Its purpose is to provide a sound base for research in support of the bargaining process.

The *Workplace Gazette* includes information and analysis on wage adjustments, innovative workplace practices, work stoppages, upcoming key negotiations and other related topics.

In this second issue of the new millennium and in celebrating 100 years of labour, a special article looks at a Fifty-year check-up of Wagnerism in Canada.

Section 1

Section 1 provides first quarter 2000 data on wage adjustments in major collective agreements, current and historical, by public and private sectors, by region, by jurisdiction and by major industry. An article describes a change in data collection: Moving from a Census to a Sample Approach. This change will also increase the scope of coverage and will report on bargaining units of 100 or more workers.

Section 2

Section 2 offers information on major collective agreement expiries and reopeners for July, August and September 2000. Also included is information on work stoppages with a chronological perspective and a first quarter overview for 2000.

Section 3

Section 3 summarizes innovative practices in the workplace resulting from collective bargaining and offers a number of case studies and articles. Case studies include the impact of economic democracy on the workplace as exemplified by the Fonds de solidarité des travailleurs du Québec at the Tripap plant and another case on labour-management partnership and worker empowerment at the Belgo Paper Mill. The impact of cooperative labour relations on resident care in long-term facilities is described and the use of wider salary bands at the National Bank of Canada is explored. Finally, case studies provide examples of workplace practices promoting work-family balance at Merck Frosst Canada and Americanada.

One article provides a fifty-year check-up of Wagnerism in Canada and another looks to the future for union renewal and new directions in the labour movement. Finally, an award program to recognize workplace champions in disability management is described and key findings from the Canadian Council on Social Development on work, family and community are presented.

Recent changes in Canadian Labour Laws point to a comprehensive report on family-related leave provisions in various jurisdictions. The report is available on the Labour website.

Yesterday and Today looks at a fifty year old non-raiding agreement signed by two major trade unions.

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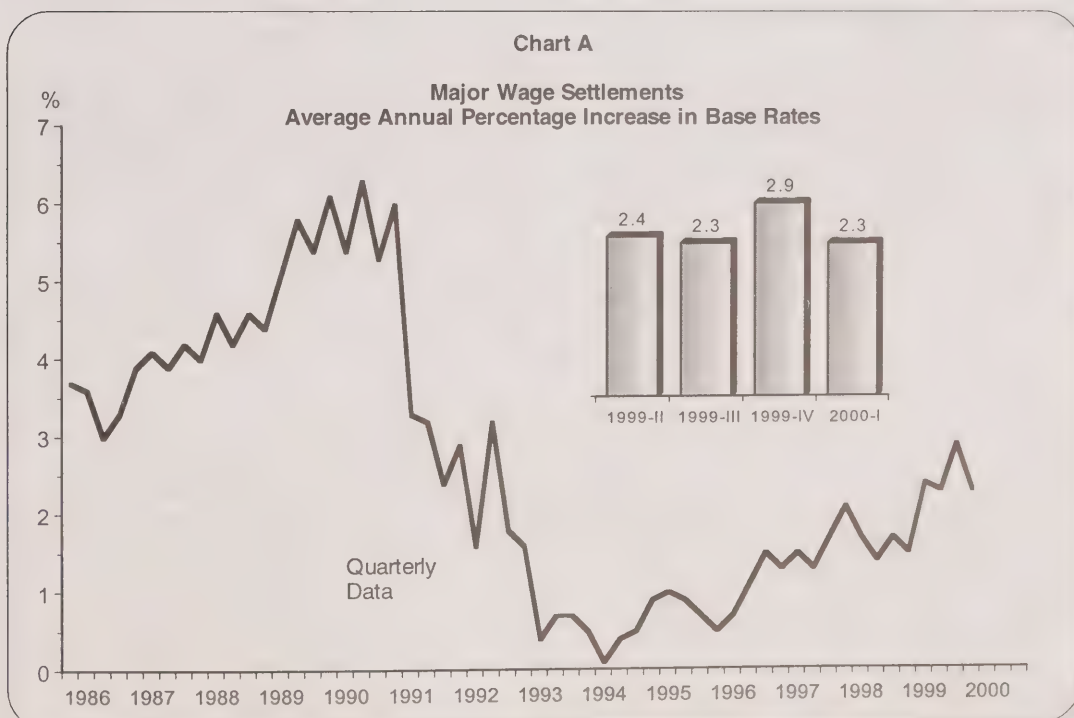
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SECTION 1

MAJOR WAGE SETTLEMENTS* – FIRST QUARTER 2000

Summary

- Wage increases averaged 2.3 per cent in the first quarter 2000, up a fraction from the 1999 average annual increase of 2.2 per cent
- There were 142 major settlements reached during the first quarter with an above-average coverage of 531,150 employees
- The vast majority of settlements (80 per cent) were in the public sector. Public sector increases at 2.3 per cent were below those in the private sector at 2.8 per cent
- The first quarter 2000 results were significantly influenced by settlements in the Quebec public sector (56 agreements providing 288,930 employees with an average wage gain of 2.3 per cent)
- Wage adjustments were highest in Alberta at 3.8 per cent; the lowest in British Columbia at 0.6 per cent
- Wage adjustments, by industry, were the highest in Construction at 3.9 per cent, well above the all-industry average of 2.3 per cent; all remaining industry divisions averaged 2.0 to 2.5 per cent



Source: Workplace Information Directorate

- * Major settlements are those involving bargaining units of 500 or more employees. All wage rate adjustments over the term of these agreements, including those arising from cost-of-living clauses (COLA), are taken into account. The yield of such COLA clauses is estimated on an assumed 2.0 per cent annual increase in the Consumer Price Index.

Overview

Major collective bargaining settlements reached in the **first quarter of the year 2000** provided base-rate wage increases averaging **2.3 per cent** annually over the contract-term, up marginally from the 2.2 per cent average in the year 1999, but below the 2.9 per cent average in the fourth quarter of 1999.

The first quarter 2000 results are based on a review of 142 settlements reached in the period, with an above-average coverage of 531,150 employees. In the year 1999 as a whole, there were 368 major settlements covering 808,530 employees. When the parties to these settlements previously negotiated, with contract durations averaging approximately 33 months, the resulting wage adjustments averaged 1.0 per cent, compared to the 2.3 per cent gain in their most recent first-quarter settlements.

The overall size of wage adjustments has trended upwards moderately since troughing in mid-1994. The 2.3 per cent gain in the first quarter of the year 2000 remains well below the most recent annual peak-gain of 5.6 per cent in 1990. Also, since 1993, average wage adjustments in the private sector have generally been above those in the public sector, although the gap has been narrowing since late 1997.

Wage adjustments for 488,560 employees in 114 first-quarter **public sector** settlements averaged **2.3 per cent**, a slight increase from the average of

2.1 per cent in the fourth quarter of 1999. In the **private sector**, 28 settlements reached in the first quarter provided wage adjustments, averaging **2.8 per cent** for 42,590 employees, below the fourth-quarter 1999 average of 3.7 per cent. The first quarter 2000 results were significantly influenced by settlements in the Quebec public sector for 288,930 employees, with an average wage gain of 2.3 per cent.

On a regional/jurisdictional basis, wage increases in the first quarter 2000 were largest in the Prairie Provinces, at 3.6 per cent for 24,170 employees (Alberta's 20,960 employees gained increases averaging 3.8 per cent). In Ontario, 113,530 employees gained an average increase of 2.4 per cent. Quebec's 297,470 employees gained an average 2.3 per cent. In the Federal jurisdiction, 68,710 employees obtained increases averaging 2.2 per cent. In Atlantic Canada, wage increases for 17,060 employees averaged 2.1 per cent, while in British Columbia, 10,210 employees gained an average increase of 0.6 per cent.

Distribution by Size of Wage Adjustments

With the upturn in the size of wage adjustments since the trough in 1994, there has been a corresponding decline in the incidence of wage freezes and wage cuts. In 1994, nearly two-thirds (65.6 per cent) of all

Table 1

Distribution of Agreements and Employees by Size of Wage Adjustments, First Quarter 2000

| Adjustment Range | Agreements | | Employees | |
|------------------|------------|------------|-----------|------------|
| | Number | Percentage | Number | Percentage |
| 0% | 1 | 0.7 | 990 | 0.2 |
| >0.0% to 0.9% | 11 | 7.7 | 12,510 | 2.4 |
| 1.0% to 1.9% | 11 | 7.7 | 23,410 | 4.4 |
| 2.0% to 2.9% | 92 | 64.8 | 444,580 | 83.7 |
| 3.0% to 3.9% | 12 | 8.5 | 23,280 | 4.4 |
| 4.0% to 4.9% | 12 | 8.5 | 19,880 | 3.7 |
| 5.0% and more | 3 | 2.1 | 6,500 | 1.2 |
| ALL LEVELS | 142 | 100.0 | 531,150 | 100.0 |

Source: Workplace Information Directorate

employees were subject to wage freezes or cuts; last year, that proportion had dropped to 3.6 per cent of all employees; 0.2 per cent of all employees in one settlement reached in the first quarter of this year was subject to a wage freeze.

There was a very large concentration of employees with wage increases in the 2.0 to 2.9 per cent range. Close to 84 per cent of employees in the first quarter obtained wage adjustments in that range; 7.0 per cent of employees obtained wage increases below 2.0 per cent and the other 9.0 per cent obtained wage increases of 3.0 per cent and over. The large distribution of employees in the 2.0-2.9 per cent range is due in large part to the very large number of Quebec public sector settlements (most with 2.2 per cent increases) and Ontario public sector settlements (including 38,000 nurses also at 2.2 per cent).

Public and Private Sectors

Wage adjustments for 488,560 employees (92.0 per cent of all employees) in 114 first-quarter public-sector settlements averaged **2.3 per cent**. These results were influenced in large part by settlements in the Quebec public sector providing 288,930 employees, with wage increases averaging 2.3 per cent. Twenty-four public-sector settlements in Ontario provided 88,230 employees with wage gains averaging 2.4 per cent and nine federal public sector agreements provided 67,870 employees with wage gains of 2.2 per cent. In Alberta, 11 public-sector agreements covering 20,010 employees provided the largest increases averaging 3.8 per cent. The lowest increases were recorded in British Columbia with eight agreements providing 10,210 employees with wage increases of 0.6 per cent.

Wage increases in the private sector (2.8 per cent) were higher than those in the public sector (2.3 per cent). The private sector figure is just slightly higher than the sectoral average of 2.6 per cent for the whole of 1999. Private sector wage increases in the first quarter 2000 ranged from a low of 0.4 per cent for 600 employees with the Moncton NorthEast Construction Association to a high of 5.0 per cent with the Ontario Sheet Metal and Air Handling Group. These results are based on a relatively low coverage of 42,590 employees in 28 agreements.

Wage Adjustments by Region/Jurisdiction

The first quarter 2000 results were strongly influenced by settlements in the Quebec public sector. These settlements provided 54.4 per cent of all employees covered in first quarter settlements. In total, there were 61 public and private sector agreements in Quebec providing 297,470 employees with wage increases averaging 2.3 per cent.

The largest average increase was in Alberta. Twelve agreements provided 20,960 employees with wage gains of 3.8 per cent. All but one were provincial public sector settlements; of these, many were provincial administration agreements with wage increases averaging 4.0 per cent.

In contrast, the smallest average increase was in British Columbia. There were eight settlements providing 10,210 employees with wage increases averaging 0.6 per cent. All agreements were in the public sector and provided for increases ranging from 0.3 to 0.7 per cent.

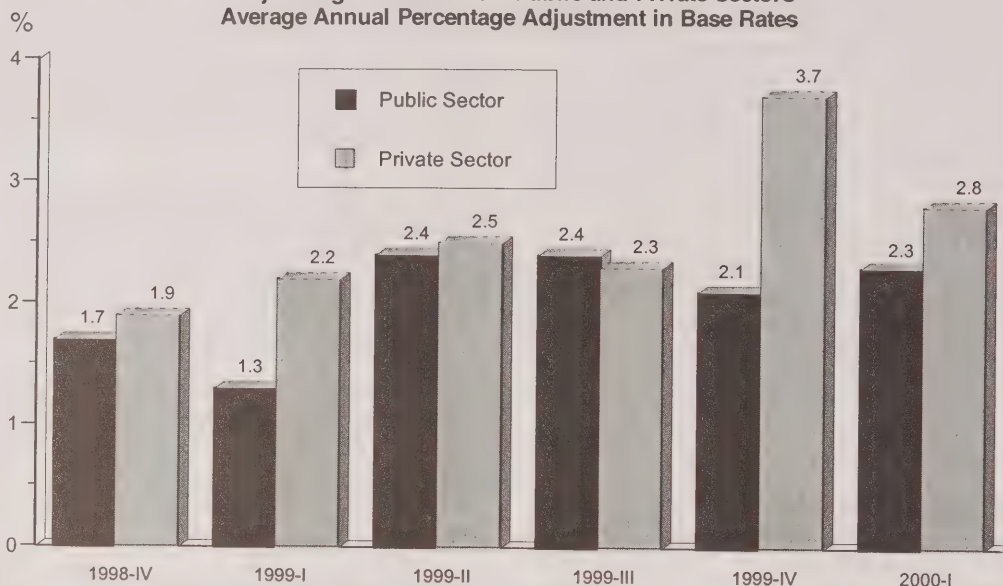
In Ontario, 38 agreements provided 113,530 employees with wage adjustments averaging 2.4 per cent. These settlements ranged from a wage freeze for office employees at the Ottawa Carleton District School Board, to a high of 5.0 per cent for construction employees with the Ontario Sheet Metal and Air Handling Group. Also among these was a settlement between 38,000 nurses and the Ontario Hospital Association at 2.2 per cent and two settlements between 4,220 steel production employees and Algoma Steel Inc. at 1.1 and 1.4 per cent.

In Atlantic Canada, wage gains for 17,060 employees in nine agreements averaged 2.1 per cent. Wage increases ranged from 0.4 per cent (for construction employees with the Moncton NorthEast Construction Association to a high of 9.0 per cent for employees with the Emergency Medical Care Inc. in Nova Scotia. Among these was also a settlement between 3,000 plant employees and Fishery Products International Ltd. (eight different locations) yielding an average annual wage increase of 2.4 per cent.

In the Federal Jurisdiction, wage gains averaged 2.2 per cent for 68,710 employees in 10 agreements. The vast majority of these were public sector agreements in the 2.0-2.5 per cent range.

Chart B

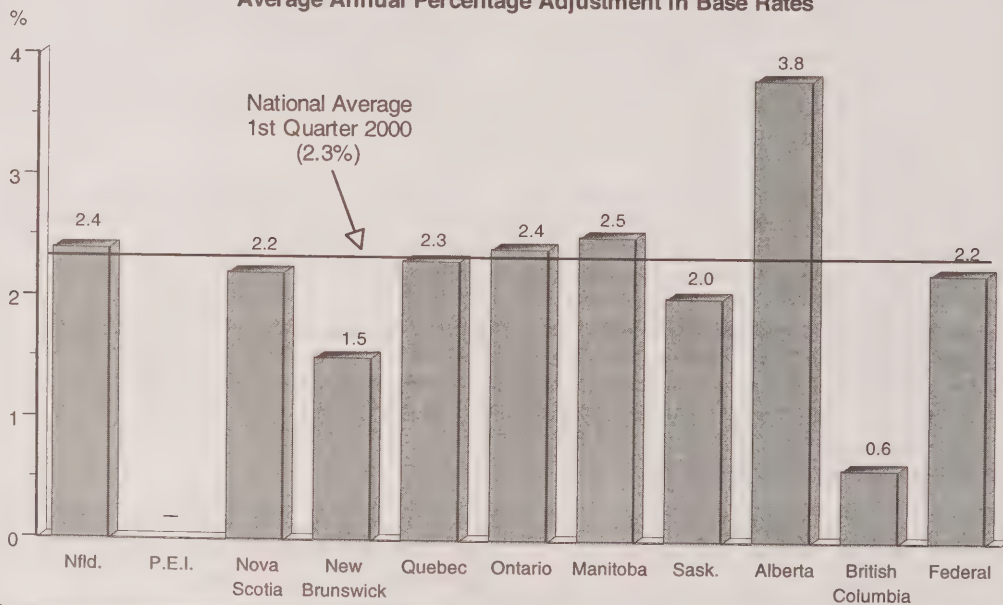
**Major Wage Settlements – Public and Private Sectors
Average Annual Percentage Adjustment in Base Rates**



Source: Workplace Information Directorate

Chart C

**Major Wage Settlements by Jurisdiction
Average Annual Percentage Adjustment in Base Rates**



Source: Workplace Information Directorate

Wage Adjustments by Industry

On an industry basis, the largest concentration of employees (62.5 per cent) was in the Services sector, with 332,120 workers in 87 settlements obtaining average wage gains of 2.2 per cent; the vast majority of these (236,650) were in Quebec with increases of 2.2 per cent, followed by Ontario (66,410) also at 2.2 per cent.

The largest average increase occurred in the Construction sector, with 7,300 employees obtaining average gains of 3.9 per cent in five settlements. These settlements had increases ranging from 0.4 per cent (Moncton NorthEast Construction Association), to a high of 5.0 per cent (Ontario Sheet Metal and Air Handling Group).

The second largest industry average (at 2.5 per cent) was in both Public Administration and in Transportation, Communication and Other Utilities. In

Public Administration, there were 19 agreements covering 85,640 employees with increases ranging from 1.4 per cent in the Ontario Housing Corporation settlement, to 4.0 per cent in seven Government of Alberta agreements. In Transportation, Communication and Other Utilities, 12 agreements provided 77,190 employees with wage increases ranging from 0.7 per cent at B.C. Rail Ltd. (operating and non-operating employees) to a high of 4.4 per cent with NAV CANADA.

In the Manufacturing sector, 17 settlements provided 19,710 employees with increases averaging 2.4 per cent. Wage increases ranged from 1.1 per cent at Algoma Steel (salaried workers), to a high of 4.8 per cent at both Boeing Canada Ltd. and Calgary Laboratory Services.

Chart D
Major Wage Settlements by Industry
Average Annual Percentage Adjustment in Base Rates



Source: Workplace Information Directorate

In the Trade sector, there were only two major settlements providing 9,190 employees with wage increases averaging 2.0 per cent. There were no settlements in Primary Industries.

Cost-of-Living Allowances

The number of Cost-of-Living Allowances (COLA) in collective agreements has declined over the last decade. Of the 142 settlements in the first quarter of this year, only seven had a COLA provision. Last year, 45 of 368 agreements contained a COLA clause. In comparison, 161 of 507 agreements settled in 1990, had a COLA.

With the rate of inflation as low as it has been, many of these provisions have produced little if any additional revenue. Their number has dwindled as their effectiveness in generating revenue has decreased. More recently, rising oil prices have pushed the Consumer Price Index (CPI) moderately upward. If these energy prices spill over into other consumer prices, wage expectations are also anticipated to rise. COLA provisions would then become more attractive to bargaining agents in order to protect wage gains made in past years. Most predictions at this point expect the core CPI (discounting for oil prices) to remain within current levels. Many inflationary imbalances which have emerged in the United States are currently absent in Canada (labour shortages and a growing current account deficit). However the Canadian economy is closely linked to the United States.

INFORMATION ON COLLECTIVE BARGAINING: MOVING FROM A CENSUS TO A SAMPLE APPROACH

Jean-Charles Roy
Workplace Information Directorate
Labour Program, Human Resources Development Canada

The Workplace Information Directorate of the Labour Program, Human Resources Development Canada, has been tracking, analyzing and disseminating information pertaining to industrial relations and collective bargaining for many decades. Statistics on average wage rate increases negotiated at the bargaining table are widely reported in the press and constitute one of Canada's key economic indicators. Additional information – such as information on other (non-wage) provisions in collective agreements – may not receive as much attention from the press, but is widely used by the industrial relations community in preparing for collective bargaining, for research or for policy development purposes.

Over the last 20 to 30 years, the Directorate has, for the most part, collected information from agreements pertaining to bargaining units of 500 or more workers under provincial jurisdiction and those of 200 or more workers under federal jurisdiction. The Directorate has used a census survey methodology to collect this information from large firms and organizations. No information, other than descriptive data such as the name of the organization, number of workers, Standard Industrial Classification code and settlement date, has been compiled for smaller bargaining units.

There are 1,233 bargaining units that meet the current survey criteria. But since their collective agreements tend to span more than one year, fewer than half will negotiate and settle a new contract in any given year. Previously, it was not uncommon to record 550 to 600 collective agreement renewals in a typical year. Over the last decade, however, the number of settlements has declined to an average of 442 annually, and has actually dropped below 400 in the last four years. While there are many explanations for this decrease, two are particularly significant. First, economic restructuring has resulted in some bargaining units falling below 500 workers (and therefore out of the survey) and others merging into even larger

bargaining units. Second, the average duration of collective agreements has increased, reducing the frequency at which bargaining parties need to negotiate a new contract.

While the reduction in the annual volume of reported settlements is important, it is only one side of the coin. Over the last decade, the proportion of small and medium-sized organizations in the total economy has increased. As a result of this shift, the information tracked by the Directorate is becoming progressively less representative of the overall unionized sector, and even less representative of the economy as a whole. In particular, some industrial sectors are over-represented in our survey (relative to their economic importance), as are some provinces. In fact, our current information is heavily weighted towards the public sector and central Canada. The growing small business sector is largely shut out, as are some of the smaller provinces.

At the same time, **clients and stakeholders have increasingly been requesting information on wage and non-wage provisions pertaining to smaller bargaining units within smaller firms and organizations.** However, given resource limitations, it is not viable to obtain information for smaller bargaining units **in addition to** larger units. An alternative approach is needed.

The solution is to move from the census survey methodology we have been using to a stratified random sample survey methodology. This would enable the Directorate to survey a much wider universe of bargaining units with essentially the same resources, and also allow us to provide information that is more representative in terms of both the industrial and regional composition of the Canadian economy. We therefore propose to drop some of the larger bargaining units we now survey, and to replace them with smaller bargaining units.

Stratified Random Sample Survey

Implementing a stratified random sample requires a methodology that is statistically sound and that meets certain objectives. These objectives are to:

- Provide information that is far more representative, specifically on trends pertaining to bargaining units of fewer than 500 workers. The lower cut-off point has been set at bargaining units of 100 or more workers.
- Increase the representation of the private sector relative to the public sector within the survey mix.
- Increase the representation of smaller jurisdictions relative to central Canada within the survey mix.
- Allow users of the information some means (although not perfect) of comparing the new data series with the old.
- Maintain, as much as possible, the volume of total bargaining units tracked.
- Maintain full coverage of bargaining units of 200 or more workers under federal jurisdiction.

Because the Directorate reports negotiated wage settlement statistics on a monthly basis, using a random sample methodology raised a problem: how do you predict which bargaining units will settle in any given month? The bargaining process is unpredictable. In some cases, negotiators settle a new collective agreement quickly, while in other cases (particularly in the public sector), it can take more than a year. How could you randomly select month by month the bargaining units to report on when you do not know when they will settle?

This conceptual problem persuaded the Directorate to consult a professional methodologist from Statistics Canada for help in determining how best to meet our objectives.¹

Methodology

The proposed methodology for conducting a random stratified sample of bargaining units of 100 or more

workers, for the reporting of collective bargaining outcomes, is the following:

1. The initial sample is to be selected from the universe, or total population, of bargaining units of 100 or more workers at a given point in time (to be reviewed periodically). There is no need to know when these bargaining units will settle their next agreement. The sampling procedure is not related to the month in which settlement may be reached.
2. The universe, or total population, of bargaining units of 100 or more workers will be split into various subsets, or stratas, each of which can have its respective sampling ratio. The stratas are a combination of the following attributes:

Size:

Bargaining units of 2,000 or more workers
Bargaining units of 500 to 1,999 workers
Bargaining units of 100 to 499 workers

Sector:

Public
Private

Jurisdiction:

Atlantic
Quebec
Ontario
Prairies
British Columbia
More Than One Province
Federal

Determination of the Stratified Sample

Given the basic methodology, a number of sampling scenarios were evaluated. These differed only in the sampling ratios for each strata. The scenario that best suits the Directorate's needs and objectives is shown in Tables 1, 2 and 3. The current survey methodology is also presented for comparison purposes.

The proposed new survey methodology calls for sampling all bargaining units of 2000 or more workers under provincial jurisdiction, as well as all bargaining units of 200 or more workers under federal jurisdiction, irrespective of industrial sector. For bargaining units of 500 to 1,999 workers, one out of every three (1/3)

¹ Special thanks to Hew Gough, Senior Consultant with the Social Survey Methods Division of Statistics Canada, for his invaluable help on this project.

would be selected in the public sector, and one out of every two (1/2) in the private sector. The sampling ratio for bargaining units of 100 to 499 workers would be one out of every ten (1/10) in the public sector, and in the private sector would vary from a low of one out of every eight (1/8) in larger jurisdictions to a high of one out of every two (1/2) in smaller jurisdictions. The total sample would consist of 1,268 bargaining units, compared with 1,233 under the current survey.

While the total sample under the proposed survey is only marginally larger than the total under the current survey, the distribution of those bargaining units is quite different. The most important difference is the distribution of bargaining units according to size, as shown in Chart A. In the proposed survey, small bargaining units represent the largest group (at 46.3 per cent), whereas in the current survey they represent the smallest group and are limited to Federal jurisdiction bargaining units of 200 to 499 workers. In the proposed survey, medium-sized bargaining units (500 to 1,999 workers) comprise 31.5 per cent, compared with 69.1 per cent in the current sample. Finally, large bargaining units (2,000 or more workers) represent 22.2 per cent of bargaining units in the proposed sample, only marginally lower than the 22.9 per cent they represent in the current survey.

The distribution according to public and private sector is also quite different. Currently, 55.2 per cent of bargaining units surveyed are in the public sector and 44.8 per cent are in the private sector (see Chart B). In the proposed survey, the private sector accounts for 60.3 per cent of bargaining units and the public sector accounts for 39.7 per cent. It should be noted that the public/private distribution in the proposed survey better reflects the distribution in the overall bargaining unit population, or frame.

Finally, as shown in Chart C, the proposed survey would increase the representation of smaller jurisdictions in the sample, albeit marginally. What Chart C does not show, however, is that under the current survey, two thirds or more of the smaller jurisdiction bargaining units are concentrated in the public sector. Under the proposed survey, the private sector would be significantly more important, accounting for 56 to 64 per cent of bargaining units in smaller jurisdictions.

Implementation of the Stratified Sample

The Directorate intends to publish information using the new stratified sample approach beginning with the January 2001 settlement month. However, we also plan to use the new approach to collect information going back to January 2000 so that we will have an overlap between the new and old data series for comparison purposes.

A considerable amount of legwork remains to be done. All survey information is provided voluntarily by the bargaining parties, usually by telephone. We therefore have to establish one or more contacts with the 488 bargaining units of 100 to 499 workers that are being added to the sample. For the new methodology to work, we must be able to count on getting as good a response from smaller organizations as we currently get from larger organizations, even though smaller organizations may not have as many resources to respond to a survey.

The Directorate invites readers to comment on the proposed stratified sample methodology.

The approach has been designed to better serve the general public, as well as to meet our clients' needs for information pertaining to smaller bargaining units.

Updates will be published in future issues of the Workplace Gazette.

*To comment or obtain more information on the
Stratified Sample Methodology,
please contact:*

*Jean-Charles Roy: 1-800-567-6866 or
(819) 997-4994*

jeancharles.roy@hrdc-drhc.gc.ca

Chart A

Distribution of Bargaining Units by Size

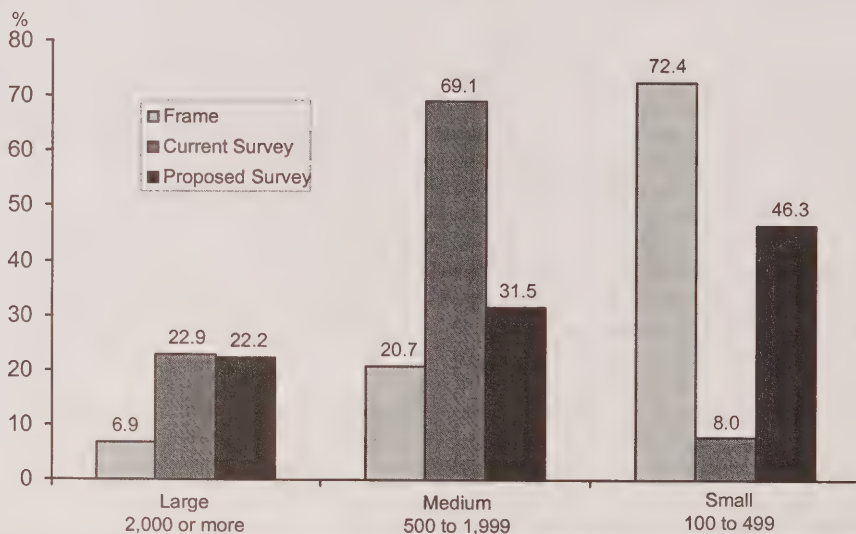


Chart B

Distribution of Bargaining Units by Sector

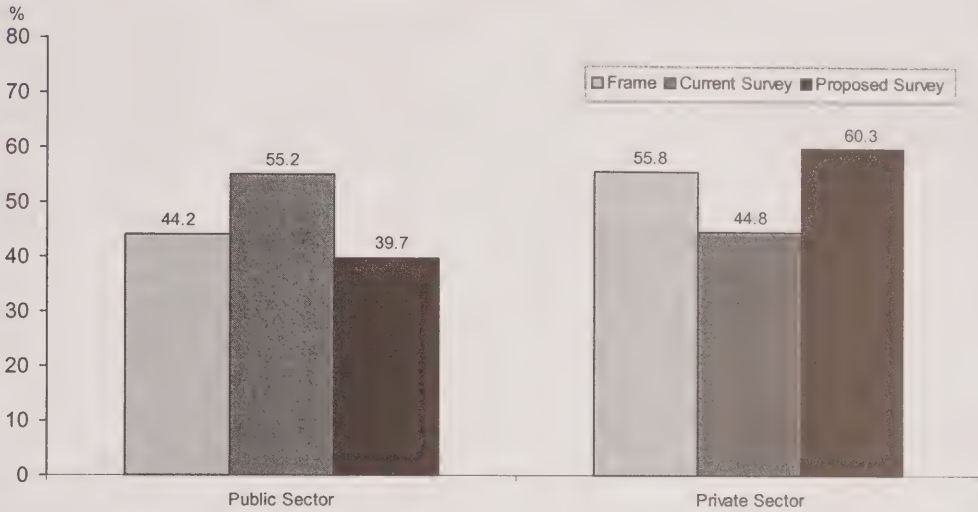


Chart C

Distribution of Bargaining Units by Jurisdiction

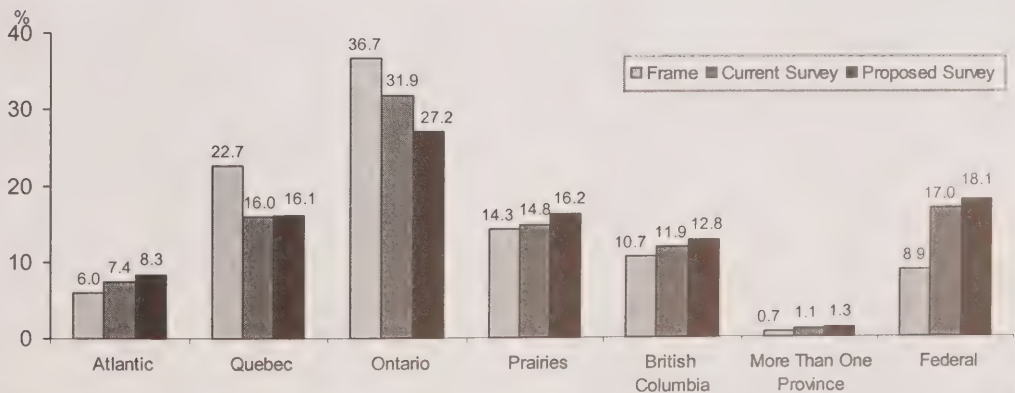


Table 1
Profile of Bargaining Units Frame and Sample,
Public Sector

| Size | Jurisdiction | Frame | Current Sample | | Proposed Sample | |
|--------------------------------------|------------------------|------------------|----------------|------------------|-----------------|------------------|
| | | Bargaining Units | Sampling Ratio | Bargaining Units | Sampling Ratio | Bargaining Units |
| Large <i>2,000 or more</i> | Atlantic | 18 | 1/1 | 18 | 1/1 | 18 |
| | Quebec | 38 | 1/1 | 38 | 1/1 | 38 |
| | Ontario | 52 | 1/1 | 52 | 1/1 | 52 |
| | Prairies | 35 | 1/1 | 35 | 1/1 | 35 |
| | British Columbia | 18 | 1/1 | 18 | 1/1 | 18 |
| | More Than One Province | - | - | - | - | - |
| | Federal | 19 | 1/1 | 19 | 1/1 | 19 |
| | Total | 180 | | 180 | | 180 |
| Medium <i>500 to 1,999</i> | Atlantic | 41 | 1/1 | 41 | 1/3 | 14 |
| | Quebec | 67 | 1/1 | 67 | 1/3 | 22 |
| | Ontario | 164 | 1/1 | 164 | 1/3 | 56 |
| | Prairies | 95 | 1/1 | 95 | 1/3 | 32 |
| | British Columbia | 74 | 1/1 | 74 | 1/3 | 25 |
| | More Than One Province | - | - | - | - | - |
| | Federal | 30 | 1/1 | 30 | 1/1 | 30 |
| | Total | 471 | | 471 | | 179 |
| Small <i>100 to 499</i> | Atlantic | 60 | - | - | 1/10 | 6 |
| | Quebec | 147 | - | - | 1/10 | 15 |
| | Ontario | 492 | - | - | 1/10 | 49 |
| | Prairies | 240 | - | - | 1/10 | 24 |
| | British Columbia | 158 | - | - | 1/10 | 16 |
| | More Than One Province | 1 | - | - | 1/10 | 0 |
| | Federal | 70 | - | - | - | 34 |
| | 200 to 499 | 30 | 1/1 | 30 | 1/1 | 30 |
| | 100 to 199 | 40 | - | - | 1/10 | 4 |
| | Total | 1,168 | | 30 | | 144 |
| Total | Atlantic | 119 | - | 59 | - | 38 |
| | Quebec | 252 | - | 105 | - | 75 |
| | Ontario | 708 | - | 216 | - | 157 |
| | Prairies | 370 | - | 130 | - | 91 |
| | British Columbia | 250 | - | 92 | - | 59 |
| | One Than One Province | 1 | - | 0 | - | 0 |
| | Federal | 119 | - | 79 | - | 83 |
| | Total | 1,819 | | 681 | | 503 |

Table 2

**Profile of Bargaining Units Frame and Sample,
Private Sector**

| Size | Jurisdiction | Frame | Current Sample | | Proposed Sample | |
|--------------------------------------|------------------------|------------------|----------------|------------------|-----------------|------------------|
| | | Bargaining Units | Sampling Ratio | Bargaining Units | Sampling Ratio | Bargaining Units |
| Large <i>2,000 or more</i> | Atlantic | 1 | 1/1 | 1 | 1/1 | 1 |
| | Quebec | 17 | 1/1 | 17 | 1/1 | 17 |
| | Ontario | 35 | 1/1 | 35 | 1/1 | 35 |
| | Prairies | 8 | 1/1 | 8 | 1/1 | 8 |
| | British Columbia | 11 | 1/1 | 11 | 1/1 | 11 |
| | More Than One Province | 5 | 1/1 | 5 | 1/1 | 5 |
| | Federal | 25 | 1/1 | 25 | 1/1 | 25 |
| | Total | 102 | | 102 | | 102 |
| Medium <i>500 to 1,999</i> | Atlantic | 31 | 1/1 | 31 | 1/2 | 17 |
| | Quebec | 75 | 1/1 | 75 | 1/2 | 38 |
| | Ontario | 142 | 1/1 | 142 | 1/2 | 75 |
| | Prairies | 44 | 1/1 | 44 | 1/2 | 24 |
| | British Columbia | 44 | 1/1 | 44 | 1/2 | 24 |
| | More Than One Province | 8 | 1/1 | 8 | 1/2 | 5 |
| | Federal | 37 | 1/1 | 37 | 1/1 | 37 |
| | Total | 381 | | 381 | | 220 |
| Small <i>100 to 499</i> | Atlantic | 97 | - | - | 1/2 | 49 |
| | Quebec | 590 | - | - | 1/8 | 74 |
| | Ontario | 626 | - | - | 1/8 | 78 |
| | Prairies | 166 | - | - | 1/2 | 83 |
| | British Columbia | 135 | - | - | 1/2 | 68 |
| | More Than One Province | 14 | - | - | 1/2 | 7 |
| | Federal | 185 | - | - | - | 84 |
| | 200 to 499 | 69 | 1/1 | 69 | 1/1 | 69 |
| | 100 to 199 | 116 | - | - | 1/8 | 15 |
| | Total | 1,813 | | 69 | | 443 |
| Total | Atlantic | 129 | - | 32 | - | 67 |
| | Quebec | 682 | - | 92 | - | 129 |
| | Ontario | 803 | - | 177 | - | 188 |
| | Prairies | 218 | - | 52 | - | 115 |
| | British Columbia | 190 | - | 55 | - | 103 |
| | More Than One Province | 27 | - | 13 | - | 17 |
| | Federal | 247 | - | 131 | - | 146 |
| | Total | 2,296 | | 552 | | 765 |

Table 3
Profile of Bargaining Units Frame and Sample,
All Sectors

| Size | Jurisdiction | Frame | Current Sample | Proposed Sample |
|--------------------------------------|------------------------|------------------|------------------|------------------|
| | | Bargaining Units | Bargaining Units | Bargaining Units |
| Large <i>2,000 or more</i> | Atlantic | 19 | 19 | 19 |
| | Quebec | 55 | 55 | 55 |
| | Ontario | 87 | 87 | 87 |
| | Prairies | 43 | 43 | 43 |
| | British Columbia | 29 | 29 | 29 |
| | More Than One Province | 19 | 19 | 19 |
| | Federal | 5 | 5 | 5 |
| | Total | 282 | 282 | 282 |
| Medium <i>500 to 1,999</i> | Atlantic | 72 | 72 | 31 |
| | Quebec | 142 | 142 | 60 |
| | Ontario | 306 | 306 | 131 |
| | Prairies | 139 | 139 | 56 |
| | British Columbia | 118 | 118 | 49 |
| | More Than One Province | 8 | 8 | 5 |
| | Federal | 67 | 67 | 67 |
| | Total | 852 | 852 | 399 |
| Small <i>100 to 499</i> | Atlantic | 157 | 0 | 55 |
| | Quebec | 737 | 0 | 89 |
| | Ontario | 1,118 | 0 | 127 |
| | Prairies | 406 | 0 | 107 |
| | British Columbia | 293 | 0 | 84 |
| | More Than One province | 15 | 0 | 7 |
| | Federal | 255 | 99 | 118 |
| | Total | 2,981 | 99 | 587 |
| Total | Atlantic | 248 | 91 | 105 |
| | Quebec | 934 | 197 | 204 |
| | Ontario | 1,511 | 393 | 345 |
| | Prairies | 588 | 182 | 206 |
| | British Columbia | 440 | 147 | 162 |
| | More Than One Province | 28 | 13 | 17 |
| | Federal | 366 | 210 | 229 |
| | Total | 4,115 | 1,233 | 1,268 |

MAJOR SETTLEMENTS REACHED IN THE FIRST QUARTER 2000

| Industry and Employer | No. of Employees | Average Annual Adjustment | First Year Adjustment | Duration (months) | Expiry Date YY-MM-DD |
|---|------------------|---------------------------|-----------------------|-------------------|----------------------|
| Manufacturing (17 agreements) | 19,710 | 2.4 | 2.3 | 29.7 | |
| Alcan Smelters and Chemicals Ltd., hourly-rated employees, Jonquière, Que. | 2,450 | 2.5 | 2.5 | 12.0 | 2000-12-31 |
| Alcan Smelters and Chemicals Ltd., hourly-rated employees, Shawinigan, Que. | 500 | 2.5 | 2.5 | 12.0 | 2000-12-31 |
| Algoma Steel Inc., administrative services employees, Sault Ste. Marie, Ont. | 700 | 1.1* | 0.6 | 30.0 | 2002-07-31 |
| Algoma Steel Inc., production employees, Sault Ste. Marie, Ont. | 3,520 | 1.4* | 0.8 | 30.0 | 2002-07-31 |
| Bertrand Faure Components Ltd., production employees, Mississauga, Ont. | 500 | 3.0 | 3.0 | 36.0 | 2003-05-17 |
| Boeing Canada Technology Ltd., production employees, Arnprior, Ont. | 500 | 4.8* | 5.4 | 36.0 | 2003-03-06 |
| Budd Canada Inc., plant and maintenance employees, Kitchener, Ont. | 1,600 | 3.1* | 2.6 | 36.0 | 2003-03-31 |
| DuPont Canada Inc., plant and maintenance employees, Kingston, Ont. | 1,100 | 2.7 | 2.8 | 24.0 | 2002-01-27 |
| Fishery Products International Limited, plant and maintenance employees, Bonavista, Nfld. | 3,000 | 2.4 | 2.9 | 24.0 | 2001-12-31 |
| Hershey Canada Inc., plant and maintenance employees, Smiths Falls, Ont. | 500 | 2.9 | 2.8 | 48.0 | 2004-01-31 |
| Island Fishermen's Co-operative Association Ltd., plant and maintenance employees, Lameque, N.B. | 530 | 2.3 | 3.0 | 36.0 | 2003-02-28 |
| Kaufman Footwear (Division of William H. Kaufman Inc.), plant and maintenance employees, Waterloo, Ont. | 530 | 1.9 | 0.0 | 48.0 | 2004-01-10 |
| New Flyer Industries Limited, production employees, Transcona, Man. | 1,130 | 3.0* | 3.0 | 36.0 | 2002-09-30 |
| Northern Sawmills Inc., plant and maintenance employees, Thunder Bay, Ont. | 550 | 2.4 | 2.5 | 51.0 | 2003-08-31 |
| Ontario Store Fixtures, Wood Division, plant and maintenance employees, Toronto, Ont. | 650 | 3.2 | 3.4 | 36.0 | 2002-12-07 |
| Sidbec-Dosco (ISPAT) inc., production employees, Contrecoeur, Que. | 1,400 | 2.9* | 3.0 | 36.0 | 2003-01-31 |
| Walker Exhausts (Division of Tenneco Canada Inc.), plant and maintenance employees, Cambridge, Ont. | 550 | 2.8 | 2.9 | 36.0 | 2003-02-06 |
| Construction (5 agreements) | 7,300 | 3.9 | 3.7 | 21.5 | |
| Construction Management Bureau Limited, construction trades - all, Cape Breton Island, N.S. | 500 | 1.1 | 0.9 | 36.0 | 2002-06-30 |
| Construction Management Bureau Limited, construction trades - all, Cape Breton Island, N.S. | 600 | 2.1 | 2.4 | 36.0 | 2002-06-30 |
| Moncton-NorthEast Construction Association Inc., labourers, Albert County, N.B. | 600 | 0.4 | 0.0 | 48.0 | 2002-06-29 |
| Moncton-NorthEast Construction Association Inc., labourers, Albert County, N.B. | 600 | 2.0 | 0.0 | 48.0 | 2002-06-29 |
| Ontario Sheet Metal and Air Handling Group, sheet metal workers, province-wide, Ont. | 5,000 | 5.0 | 5.0 | 12.0 | 2001-04-30 |

* Agreement with cost-of-living allowances (COLA) calculated at a projected 2.0 per cent inflation rate.

| Industry and Employer | No. of Employees | Average Annual Adjustment | First Year Adjustment | Duration (months) | Expiry Date YY-MM-DD |
|--|------------------|---------------------------|-----------------------|-------------------|----------------------|
| Transportation, Communication and Other Utilities (12 agreements) | 77,190 | 2.5 | 2.7 | 30.3 | |
| BC Rail Ltd., maintenance of way employees, province-wide, B.C. | 550 | 0.7 | 0.0 | 36.0 | 2000-12-31 |
| Canada Post Corporation, mail carriers, Canada-wide | 45,000 | 2.2* | 2.5 | 30.0 | 2003-01-31 |
| Canadian Broadcasting Corporation, technical employees, province-wide, Que. | 1,010 | 1.9 | 3.7 | 47.0 | 2003-03-31 |
| Gouvernement du Québec, comité de coordination patronal, ambulance technicians, province-wide, Que. | 3,500 | 3.6 | 7.5 | 48.0 | 2002-06-30 |
| Government of Ontario, ambulance technicians, province-wide, Ont. | 1,100 | 1.2 | 1.0 | 24.0 | 2001-03-31 |
| Montréal Urban Community Transit Commission, bus drivers, Montréal, Que. | 3,550 | 2.7 | 2.0 | 36.0 | 2003-01-11 |
| Montréal Urban Community Transit Commission office and clerical employees, Montréal, Que. | 640 | 2.7 | 2.0 | 36.0 | 2003-01-11 |
| NAV CANADA, radio operators, Canada-wide | 840 | 4.4 | 4.0 | 36.0 | 2001-04-30 |
| Ontario Hydro Services Company Inc., technical, office and clerical employees, province-wide, Ont. | 4,000 | 3.0 | 3.0 | 12.0 | 2001-03-31 |
| Ontario Power Generation Inc., technical, office and clerical employees, province-wide, Ont. | 6,600 | 3.0 | 3.0 | 24.0 | 2002-03-31 |
| Ontario Power Generation Inc., technical, office and clerical employees, province-wide, Ont. | 2,600 | 3.0 | 3.0 | 24.0 | 2002-03-31 |
| Toronto Transit Commission, bus drivers, Toronto, Ont. | 7,800 | 2.6 | 2.0 | 36.0 | 2002-03-31 |
| Trade (2 agreements) | 9,190 | 2.0 | 0.0 | 45.2 | |
| Corporation des concessionnaires d'automobiles du Saguenay-Lac St-Jean, service and maintenance employees, Saguenay-Lac St-Jean Region, Que. | 690 | 2.5 | 0.0 | 60.0 | 2002-12-31 |
| Great Atlantic and Pacific Company of Canada Limited, retail employees, province-wide, Ont. | 8,500 | 2.0 | 0.0 | 44.0 | 2003-09-20 |
| Community, Business and Personal Services (87 agreements) | 32,120 | 2.3 | 1.6 | 43.4 | |
| Board of School Trustees of School District No. 36, office and clerical employees, Surrey, B.C. | 2,470 | 0.3 | -0.0 | 36.0 | 2001-12-31 |
| Calgary Laboratory Services (CLS), health service non-professionals, Calgary, Alta. | 950 | 4.8 | 6.1 | 24.0 | 2001-12-31 |
| Comité patronal de négociation des collèges, college professors, province-wide, Que. (3 agreements) | 12,090 | 2.2 | 1.5 | 48.0 | 2002-06-30 |
| Comité patronal de négociation des collèges, support employees, province-wide, Que. | 3,100 | 2.2 | 1.5 | 48.0 | 2002-06-30 |
| Comité patronal de négociation secteur santé et services sociaux, health and social care professionals, province-wide, Que. (2 agreements) | 11,670 | 2.2 | 1.5 | 48.0 | 2002-06-30 |
| Comité patronal de négociation secteur santé et services sociaux, health and social care professionals, province-wide, Que. | 990 | 2.3 | 1.5 | 48.0 | 2002-06-30 |
| Comité patronal de négociation secteur santé et services sociaux, health service non-professionals, province-wide, Que. (2 agreements) | 1,870 | 2.2 | 1.5 | 48.0 | 2002-06-30 |
| Comité patronal de négociation secteur santé et services sociaux, non-medical employees, province-wide, Que. (2 agreements) | 3,940 | 2.2 | 1.5 | 48.0 | 2002-06-30 |

* Agreement with cost-of-living allowances (COLA) calculated at a projected 2.0 per cent inflation rate.

| Industry and Employer | No. of Employees | Average Annual Adjustment | First Year Adjustment | Duration (months) | Expiry Date YY-MM-DD |
|--|------------------|---------------------------|-----------------------|-------------------|----------------------|
| Community, Business and Personal Services (continued) | | | | | |
| Comité patronal de négociation secteur santé et services sociaux, nurses, province-wide, Que. | 22,690 | 2.3 | 1.5 | 48.0 | 2002-06-30 |
| Comité patronal de négociation secteur santé et services sociaux, nurses and nursing assistants, province-wide, Que. (6 agreements) | 9,260 | 2.2 - 2.3 | 1.5 | 48.0 | 2002-06-30 |
| Comité patronal de négociation secteur santé et services sociaux, office and clerical employees, province-wide, Que. (17 agreements) | 42,220 | 2.2 | 1.5 | 48.0 | 2002-06-30 |
| Comité patronal de négociation secteur santé et services sociaux, service and maintenance employees, province-wide, Que. | 1,020 | 2.2 | 1.5 | 48.0 | 2002-07-01 |
| Comité patronal de négociation secteur santé et services sociaux, office and clerical employees, province-wide, Que. | 900 | 2.2 | 1.5 | 48.0 | 2002-07-01 |
| Dufferin-Peel Catholic District School Board, elementary teachers, Mississauga, Ont. | 2,780 | 2.0 | 2.0 | 12.0 | 2001-08-31 |
| Dufferin-Peel Catholic District School Board, occasional teachers, Mississauga, Ont. | 560 | 2.0 | 2.0 | 12.0 | 2000-12-31 |
| Dufferin-Peel Catholic District School Board, plant and maintenance employees, Mississauga, Ont. | 580 | 2.0 | 2.0 | 24.0 | 2001-09-30 |
| Dufferin Peel Catholic District School Board, secondary teachers, Mississauga, Ont. | 1,630 | 2.0 | 2.0 | 12.0 | 2001-08-31 |
| EMC Emergency Medical Care Incorporated, para-medical professional employees, province-wide, N.S. | 600 | 9.0 | 0.0 | 36.0 | 2002-03-31 |
| Employers Health and Social Services Bargaining Committee, office and clerical employees, province-wide, Que. | 28,250 | 2.2 | 1.5 | 48.0 | 2002-06-30 |
| Extendicare (Canada) Inc., health service non-professionals, Regina, Sask. | 580 | 2.0 | 2.0 | 39.0 | 2001-03-31 |
| Government of Alberta, health service non-professionals, province-wide, Alta. | 1,110 | 4.0 | 4.0 | 24.0 | 2001-08-31 |
| Government of British Columbia, nurses, province-wide, B.C. | 980 | 0.7 | -0.0 | 36.0 | 2001-12-31 |
| Government of Nova Scotia, elementary and secondary teachers, province-wide, N.S. | 10,000 | 1.8 | 2.1 | 26.0 | 2001-12-31 |
| Government of Nunavut, elementary and secondary teachers, Iqaluit, Nunavut | 600 | 3.2 | 3.5 | 34.0 | 2002-06-30 |
| Governors of the University of Calgary, instructors/tutors/lecturers, Calgary, Alta. | 1,720 | 2.0 | 4.0 | 24.0 | 2001-06-30 |
| Hamilton-Wentworth Catholic District School Board, elementary teachers, Hamilton, Ont. | 1,000 | 0.5 | 0.0 | 24.0 | 2002-08-31 |
| London Health Sciences Centre, health service non-professionals, London, Ont. | 700 | 0.9 | -0.0 | 54.0 | 2001-10-10 |
| Management Negotiating Committee for English-language School Boards, elementary and secondary teachers and support employees, province-wide, Que. (2 agreements) | 9,190 | 2.2 | 1.5 | 48.0 | 2002-06-30 |
| Management Negotiating Committee for French-language School Boards, elementary and secondary teachers, province-wide, Que. | 61,230 | 2.2 | 1.5 | 48.0 | 2002-06-30 |
| Management Negotiating Committee for French-language School Boards, support employees, scientific and other professionals, province-wide, Que. (6 agreements) | 25,320 | 2.2 | 1.5 | 48.0 | 2002-06-30 |

| Industry and Employer | No. of Employees | Average Annual Adjustment | First Year Adjustment | Duration (months) | Expiry Date YY-MM-DD |
|--|------------------|---------------------------|-----------------------|-------------------|----------------------|
| Community, Business and Personal Services (continued) | | | | | |
| McMaster University, teaching assistants, Hamilton, Ont. | 1,400 | 2.2 | 3.3 | 36.0 | 2002-08-31 |
| National Research Council of Canada, scientific and other professionals, Canada-wide | 1,100 | 2.0 | 2.0 | 12.0 | 2000-07-19 |
| Northern Alberta Institute of Technology, administrative services employees, Edmonton, Alta. | 510 | 3.3 | 3.4 | 24.0 | 2001-07-21 |
| Northern Alberta Institute of Technology, instructors/tutors/lecturers, Edmonton, Alta. | 730 | 3.3 | 3.4 | 24.0 | 2001-06-30 |
| Ontario Hospital Association, laboratory technicians, province-wide, Ont. | 5,000 | 2.2 | 2.0 | 36.0 | 2002-03-31 |
| Ontario Hospital Association, nurses, province-wide, Ont. | 38,000 | 2.2 | 2.0 | 36.0 | 2001-03-31 |
| Ottawa-Carleton District School Board, occasional teachers, Nepean, Ont. | 900 | 9.1 | -0.0 | 24.0 | 2000-08-31 |
| Ottawa-Carleton Catholic District School Board, office and clerical employees, Nepean, Ont. | 540 | 4.9 | -0.0 | 36.0 | 2001-08-31 |
| Ottawa-Carleton District School Board, office and clerical employees, Nepean, Ont. | 990 | 0.0 | 0.0 | 24.0 | 2001-08-31 |
| River East School Division No. 9, elementary and secondary teachers, East Kildonan, Man. | 860 | 2.1 | 2.5 | 30.0 | 2000-06-30 |
| Seven Oaks School Division No.10, elementary and secondary teachers, Seven Oaks, Man. | 640 | 2.0 | 2.0 | 24.0 | 2000-06-30 |
| Simon Fraser University, office and clerical employees, Burnaby, B.C. | 730 | 0.7 | 0.0 | 36.0 | 2002-03-31 |
| Toronto Public Library Board, librarians, Toronto, Ont. | 2,500 | 2.5 | 2.0 | 36.0 | 2001-12-31 |
| Université de Montréal, office and clerical employees, Montréal, Que. | 2,200 | 2.2 | 1.5 | 48.0 | 2002-11-30 |
| University of British Columbia, office and clerical employees, Vancouver, B.C. | 1,430 | 0.7 | 0.0 | 36.0 | 2002-03-31 |
| University of British Columbia, service and maintenance employees, Vancouver, B.C. | 1,850 | 0.7 | 0.0 | 36.0 | 2002-03-31 |
| University of British Columbia, teaching assistants, Vancouver, B.C. | 1,600 | 0.7 | -0.0 | 36.0 | 2002-08-31 |
| University of Guelph, office and clerical employees, Guelph, Ont. | 820 | 2.5 | 2.4 | 36.0 | 2002-04-30 |
| University of Guelph, teaching assistants, Guelph, Ont. | 860 | 3.0 | 4.1 | 36.0 | 2002-08-31 |
| University of Sherbrooke, support employees, Sherbrooke, Que. | 710 | 2.0 | 1.5 | 55.0 | 2002-12-31 |
| University of Toronto, administrative services employees, Toronto, Ont. | 2,400 | 1.7 | 2.5 | 36.0 | 2002-06-30 |
| University of Toronto, casual employees, Toronto, Ont. | 2,200 | 1.7 | 2.5 | 36.0 | 2002-06-30 |
| University of Toronto, instructors/tutors/lecturers, Toronto, Ont. | 3,000 | 2.4 | 2.8 | 24.0 | 2001-08-31 |
| University of Toronto, service and maintenance employees, Toronto, Ont. | 550 | 2.7 | 3.3 | 36.0 | 2002-06-30 |
| University of Victoria, office and clerical employees, Victoria, B.C. | 600 | 0.6 | 0.0 | 36.0 | 2002-03-31 |
| Public Administration (19 agreements) | 86,670 | 2.5 | 2.1 | 34.8 | |
| Government of Alberta, administrative services employees, province-wide, Alta. | 7,930 | 4.0 | 4.0 | 24.0 | 2001-08-31 |
| Government of Alberta, administrative services employees, province-wide, Alta. | 2,110 | 4.0 | 4.0 | 24.0 | 2001-08-31 |
| Government of Alberta, correctional officers, province-wide, Alta. | 1,390 | 4.0 | 4.0 | 24.0 | 2001-08-31 |
| Government of Alberta, general tradesmen, province-wide, Alta. | 520 | 4.0 | 4.0 | 24.0 | 2001-08-31 |
| Government of Alberta, natural resource conservation, province-wide, Alta. | 670 | 4.0 | 4.0 | 24.0 | 2001-08-31 |
| Government of Alberta, social workers, province-wide, Alta. | 1,870 | 4.0 | 4.0 | 24.0 | 2001-08-31 |

| Industry and Employer | No. of Employees | Average Annual Adjustment | First Year Adjustment | Duration (months) | Expiry Date YY-MM-DD |
|--|---------------------|---------------------------------|--------------------------|----------------------|-------------------------|
| Public Administration | | | | | |
| Government of Alberta, technical employees, province-wide, Alta. | 1,450 | 4.0 | 4.0 | 24.0 | 2001-08-31 |
| Government of Canada, nurses, Canada-wide | 1,800 | 2.0 | 2.0 | 12.0 | 2000-09-30 |
| Government of Canada, scientific and other professionals, Canada-wide | 9,660 | 2.0 | 2.0 | 12.0 | 2000-06-21 |
| Government of Canada, social science employees, Canada-wide | 5,500 | 2.0 | 2.0 | 3.0 | 2000-06-21 |
| Government of Canada, translators, Canada-wide | 790 | 2.0 | 2.0 | 12.0 | 2000-04-18 |
| Government of New Brunswick, health service non-professionals, province-wide, N.B. | 630 | 1.5 | 1.5 | 36.0 | 2002-12-15 |
| Government of Quebec, hourly-rated employees, province-wide, Que. | 3,110 | 2.2 | 1.5 | 48.0 | 2002-06-30 |
| Government of Quebec, jurists, province-wide, Que. | 660 | 2.0 | 1.0 | 66.0 | 2002-06-30 |
| Government of Quebec, salaried employees, province-wide, Que. | 31,930 | 2.2 | 1.5 | 48.0 | 2002-06-30 |
| Government of Quebec, scientific and other professionals, province-wide, Que. | 11,420 | 2.3 | 1.5 | 48.0 | 2002-06-30 |
| Government of the Yukon Territory, all categories, Whitehorse, Y.T. | 2,410 | 2.5 | 2.2 | 36.0 | 2002-12-31 |
| Ontario Housing Corporation and all Housing Authorities, administrative services employees, province-wide, Ont. | 820 | 1.4 | 1.5 | 36.0 | 2002-12-31 |
| Société québécoise de développement de la main-d'oeuvre, office and clerical employees, province-wide, Que. | 970 | 2.2 | 1.5 | 48.0 | 2002-06-30 |
| Agreements with COLA (7 agreements) | 53,850 | 2.2 | 2.4 | 30.5 | |
| Agreements without COLA (135 agreements) | 477,300 | 2.3 | 1.8 | 40.4 | |
| All agreements (142 agreements) | 531,150 | 2.3 | 1.9 | 39.4 | |

Source: Workplace Information Directorate

The Collective Bargaining Bulletin, a monthly publication, contains a listing of formal and up-to-date summaries of the major settlements shown above.

*Copies of these settlement summaries are available by calling the
Workplace Information Directorate at 1-800-567-6866 or Client Services at (819) 997-3117.*

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* Cost-of-Living Allowance (COLA) formulae are quantified using a combination of the latest relevant Consumer Price Index (CPI) data available and/or a projected CPI increase of 2.0 per cent. Consult the Technical Notes for information on the calculation of the yield from COLA increases, and definitions of the industry and sector divisions used in this publication.

Table A-1

**Effective Wage Adjustment in Base Rates, Number of Agreements and Employees Covered,
by Year and Quarter**

| | 1997 | 1998 | 1999 | 1999 | | | 2000 |
|--------------------------------------|-------|-------|-------|-------|-------|-------|-------|
| | | | | 2 | 3 | 4 | 1 |
| All Industries | | | | | | | |
| Wage Adjustment (%) | 1.5 | 1.7 | 2.2 | 2.4 | 2.3 | 2.9 | 2.3 |
| Number of Agreements | 381 | 399 | 367 | 125 | 75 | 61 | 143 |
| Number of Employees (000's) | 695.4 | 917.5 | 807.5 | 269.0 | 177.5 | 114.5 | 532.2 |
| Private Sector | | | | | | | |
| Wage Adjustment (%) | 1.8 | 1.8 | 2.6 | 2.5 | 2.3 | 3.7 | 2.8 |
| Number of Agreements | 160 | 180 | 153 | 54 | 41 | 29 | 28 |
| Number of Employees (000's) | 324.1 | 272.4 | 302.7 | 63.7 | 126.5 | 57.7 | 42.6 |
| Public Sector | | | | | | | |
| Wage Adjustment (%) | 1.1 | 1.6 | 1.9 | 2.4 | 2.4 | 2.1 | 2.3 |
| Number of Agreements | 221 | 219 | 214 | 71 | 34 | 32 | 115 |
| Number of Employees (000's) | 371.3 | 645.0 | 504.8 | 205.4 | 51.0 | 56.8 | 489.6 |
| Federal Administration | | | | | | | |
| Wage Adjustment (%) | 3.2 | 2.2 | 2.9 | 3.7 | 2.1 | 2.0 | 2.0 |
| Number of Agreements | 1 | 16 | 10 | 5 | 1 | 1 | 6 |
| Number of Employees (000's) | 8.7 | 124.2 | 53.2 | 28.7 | 0.5 | 9.0 | 19.9 |
| Federal Crown Corporations | | | | | | | |
| Wage Adjustment (%) | 1.4 | 2.2 | 2.2 | 2.4 | 1.6 | - | 2.2 |
| Number of Agreements | 8 | 7 | 6 | 5 | 1 | - | 2 |
| Number of Employees (000's) | 65.4 | 8.3 | 19.8 | 16.6 | 3.2 | - | 46.0 |
| Provincial Administration | | | | | | | |
| Wage Adjustment (%) | 1.1 | 1.7 | 1.6 | 1.4 | 1.6 | 1.5 | 2.6 |
| Number of Agreements | 26 | 30 | 21 | 2 | 2 | 2 | 16 |
| Number of Employees (000's) | 45.1 | 112.2 | 73.9 | 7.3 | 5.4 | 2.8 | 68.4 |
| Local Administration | | | | | | | |
| Wage Adjustment (%) | 1.2 | 1.5 | 2.2 | 1.8 | 2.3 | 2.3 | 2.6 |
| Number of Agreements | 34 | 32 | 33 | 6 | 9 | 9 | 3 |
| Number of Employees (000's) | 43.8 | 48.3 | 43.2 | 8.4 | 13.2 | 14.9 | 12.0 |
| Education, Health and Welfare | | | | | | | |
| Wage Adjustment (%) | 1.0 | 1.4 | 1.8 | 2.2 | 2.6 | 2.2 | 2.2 |
| Number of Agreements | 148 | 132 | 132 | 51 | 20 | 16 | 85 |
| Number of Employees (000's) | 203.9 | 350.0 | 289.3 | 142.8 | 27.7 | 15.2 | 330.1 |
| Public Utilities | | | | | | | |
| Wage Adjustment (%) | 1.6 | 1.4 | 2.1 | 2.4 | 2.7 | 1.8 | 3.0 |
| Number of Agreements | 4 | 2 | 12 | 2 | 1 | 4 | 3 |
| Number of Employees (000's) | 4.4 | 2.1 | 25.3 | 1.7 | 1.0 | 14.9 | 13.2 |

Table A-2

**Effective Wage Adjustment in Base Rates, by Effective Period,
First Quarter 2000**

| Sector/ Agreement Duration | Number of Agreements | Number of Employees | First 12 Months | Second 12 Months | Third 12 Months | Fourth 12 Months | Average Annual Adjustment | Average Agreement Duration |
|--------------------------------------|----------------------------|---------------------------|-----------------------|------------------------|-----------------------|------------------------|---------------------------------|----------------------------------|
| | | (000's) | (%) | (%) | (%) | (%) | (%) | (Months) |
| All Industries | | | | | | | | |
| 17 Months or Less | 13 | 36.8 | 2.6 | - | - | - | 2.6 | 10.7 |
| 18-29 Months | 24 | 52.5 | 3.0 | 3.0 | - | - | 3.0 | 24.4 |
| 30-41 Months | 42 | 141.0 | 2.1 | 2.4 | 1.7 | - | 2.2 | 33.9 |
| 42 Months or More | 64 | 301.9 | 1.5 | 2.4 | 2.5 | 2.5 | 2.2 | 48.0 |
| All Agreements | 143 | 532.2 | 1.9 | 2.5 | 2.3 | 2.5 | 2.3 | 39.3 |
| Private Sector | | | | | | | | |
| 17 Months or Less | 3 | 8.0 | 4.1 | - | - | - | 4.1 | 12.0 |
| 18-29 Months | 4 | 6.2 | 3.0 | 2.2 | - | - | 2.6 | 24.0 |
| 30-41 Months | 13 | 13.0 | 2.3 | 2.5 | 2.5 | - | 2.5 | 34.1 |
| 42 Months or More | 8 | 15.5 | 1.9 | 2.9 | 3.3 | 1.1 | 2.4 | 46.4 |
| All Agreements | 28 | 42.6 | 2.6 | 2.6 | 2.9 | 1.1 | 2.8 | 33.0 |
| Public Sector | | | | | | | | |
| 17 Months or Less | 10 | 28.9 | 2.1 | - | - | - | 2.1 | 10.3 |
| 18-29 Months | 20 | 46.3 | 3.0 | 3.1 | - | - | 3.0 | 24.4 |
| 30-41 Months | 29 | 128.0 | 2.1 | 2.3 | 1.6 | - | 2.1 | 33.9 |
| 42 Months or More | 56 | 286.5 | 1.5 | 2.4 | 2.5 | 2.6 | 2.2 | 48.1 |
| All Agreements | 115 | 489.6 | 1.8 | 2.4 | 2.2 | 2.6 | 2.3 | 39.9 |
| Federal Administration | | | | | | | | |
| 17 Months or Less | 6 | 19.9 | 2.0 | - | - | - | 2.0 | 9.5 |
| 18-29 Months | - | - | - | - | - | - | - | - |
| 30-41 Months | - | - | - | - | - | - | - | - |
| 42 Months or More | - | - | - | - | - | - | - | - |
| All Agreements | 6 | 19.9 | 2.0 | - | - | - | 2.0 | 9.5 |
| Federal Crown Corporations | | | | | | | | |
| 17 Months or Less | - | - | - | - | - | - | - | - |
| 18-29 Months | - | - | - | - | - | - | - | - |
| 30-41 Months | 1 | 45.0 | 2.5 | 3.0 | 0.0 | - | 2.2 | 30.0 |
| 42 Months or More | 1 | 1.0 | 3.7 | 2.0 | 2.0 | 0.0 | 1.9 | 47.0 |
| All Agreements | 2 | 46.0 | 2.5 | 3.0 | 0.0 | 0.0 | 2.2 | 30.4 |
| Provincial Administration | | | | | | | | |
| 17 Months or Less | - | - | - | - | - | - | - | - |
| 18-29 Months | 7 | 15.9 | 4.0 | 4.0 | - | - | 4.0 | 24.0 |
| 30-41 Months | 4 | 4.4 | 1.7 | 1.7 | 2.3 | - | 1.9 | 36.0 |
| 42 Months or More | 5 | 48.1 | 1.5 | 2.5 | 2.5 | 2.5 | 2.2 | 48.2 |
| All Agreements | 16 | 68.4 | 2.1 | 2.8 | 2.5 | 2.5 | 2.6 | 41.8 |
| Local Administration | | | | | | | | |
| 17 Months or Less | - | - | - | - | - | - | - | - |
| 18-29 Months | - | - | - | - | - | - | - | - |
| 30-41 Months | 3 | 12.0 | 2.0 | 2.8 | 3.0 | - | 2.6 | 36.0 |
| 42 Months or More | - | - | - | - | - | - | - | - |
| All Agreements | 3 | 12.0 | 2.0 | 2.8 | 3.0 | - | 2.6 | 36.0 |
| Education, Health and Welfare | | | | | | | | |
| 17 Months or Less | 3 | 5.0 | 2.0 | - | - | - | 2.0 | 12.0 |
| 18-29 Months | 11 | 21.2 | 2.2 | 2.5 | - | - | 2.3 | 24.9 |
| 30-41 Months | 21 | 66.6 | 1.8 | 1.9 | 2.4 | - | 2.0 | 35.9 |
| 42 Months or More | 50 | 237.4 | 1.5 | 2.4 | 2.5 | 2.6 | 2.2 | 48.0 |
| All Agreements | 85 | 330.1 | 1.6 | 2.3 | 2.5 | 2.6 | 2.2 | 43.6 |
| Public Utilities | | | | | | | | |
| 17 Months or Less | 1 | 4.0 | 3.0 | - | - | - | 3.0 | 12.0 |
| 18-29 Months | 2 | 9.2 | 3.0 | 3.0 | - | - | 3.0 | 24.0 |
| 30-41 Months | - | - | - | - | - | - | - | - |
| 42 Months or More | - | - | - | - | - | - | - | - |
| All Agreements | 3 | 13.2 | 3.0 | 3.0 | - | - | 3.0 | 20.4 |

Table B-1

**Effective Wage Adjustment in Base Rates, by Major Industry Division,
with and without COLA, by Year and Quarter**

| | 1997 | 1998 | 1999 | 1999 | | | 2000 |
|--|------|------|------|------|-----|-----|------|
| | | | | 2 | 3 | 4 | 1 |
| | (%) | (%) | (%) | (%) | (%) | (%) | (%) |
| All Industries | | | | | | | |
| Agreements without COLA | 1.4 | 1.6 | 2.0 | 2.5 | 2.1 | 2.1 | 2.3 |
| Agreements with COLA | 1.8 | 2.6 | 3.3 | 2.1 | 3.9 | 4.2 | 2.2 |
| All Agreements | 1.5 | 1.7 | 2.2 | 2.4 | 2.3 | 2.9 | 2.3 |
| Primary Industry | | | | | | | |
| Agreements without COLA | 1.9 | 1.1 | 1.8 | 2.7 | 0.9 | - | - |
| Agreements with COLA | 1.8 | - | 2.4 | 2.5 | 2.3 | 2.2 | - |
| All Agreements | 1.8 | 1.1 | 2.1 | 2.6 | 1.6 | 2.2 | - |
| Manufacturing | | | | | | | |
| Agreements without COLA | 2.1 | 0.9 | 1.8 | 1.9 | 2.0 | 2.3 | 2.6 |
| Agreements with COLA | 2.7 | 2.8 | 4.0 | 2.8 | 4.1 | 4.5 | 2.3 |
| All Agreements | 2.3 | 1.4 | 3.3 | 2.3 | 3.3 | 4.3 | 2.4 |
| Construction | | | | | | | |
| Agreements without COLA | 1.6 | 2.4 | 2.0 | 5.3 | 1.4 | - | 3.9 |
| Agreements with COLA | - | 3.1 | - | - | - | - | - |
| All Agreements | 1.6 | 2.4 | 2.0 | 5.3 | 1.4 | - | 3.9 |
| Transportation, Communication and Other Utilities | | | | | | | |
| Agreements without COLA | 1.7 | 1.9 | 2.5 | 2.6 | 3.3 | 2.1 | 2.8 |
| Agreements with COLA | 1.5 | 1.9 | 2.2 | 2.0 | 3.6 | 2.3 | 2.2 |
| All Agreements | 1.6 | 1.9 | 2.4 | 2.3 | 3.3 | 2.1 | 2.5 |
| Trade; Finance, Insurance and Real Estate | | | | | | | |
| Agreements without COLA | 1.7 | 1.5 | 1.6 | 1.4 | 1.9 | 1.5 | 2.0 |
| Agreements with COLA | 1.6 | 2.6 | 0.6 | 0.6 | - | - | - |
| All Agreements | 1.7 | 1.5 | 1.3 | 1.0 | 1.9 | 1.5 | 2.0 |
| Community, Business and Personal Services | | | | | | | |
| Agreements without COLA | 1.0 | 1.4 | 1.8 | 2.2 | 2.5 | 2.3 | 2.2 |
| Agreements with COLA | 1.6 | 0.9 | - | - | - | - | - |
| All Agreements | 1.0 | 1.4 | 1.8 | 2.2 | 2.5 | 2.3 | 2.2 |
| Public Administration | | | | | | | |
| Agreements without COLA | 1.3 | 1.8 | 2.2 | 3.1 | 2.2 | 2.2 | 2.5 |
| Agreements with COLA | - | - | 2.3 | 2.3 | - | - | - |
| All Agreements | 1.3 | 1.8 | 2.2 | 3.1 | 2.2 | 2.2 | 2.5 |

Table B-2

**Number of Agreements and Employees Covered, by Major Industry Division,
with and without COLA, by Year and Quarter**

| | 1997 | | 1998 | | 1999 | |
|--|----------------------------|---------------------------|----------------------------|---------------------------|----------------------------|---------------------------|
| | Number of Agreements | Number of Employees | Number of Agreements | Number of Employees | Number of Agreements | Number of Employees |
| | (000's) | | (000's) | | (000's) | |
| All Industries | | | | | | |
| Agreements without COLA | 345 | 583.4 | 362 | 883.8 | 322 | 701.4 |
| Agreements with COLA | 36 | 112.0 | 37 | 33.6 | 45 | 106.1 |
| All Agreements | 381 | 695.4 | 399 | 917.5 | 367 | 807.5 |
| Primary Industry | | | | | | |
| Agreements without COLA | 3 | 2.3 | 2 | 1.8 | 4 | 2.9 |
| Agreements with COLA | 5 | 8.3 | - | - | 4 | 3.8 |
| All Agreements | 8 | 10.6 | 2 | 1.8 | 8 | 6.7 |
| Manufacturing | | | | | | |
| Agreements without COLA | 42 | 50.2 | 48 | 61.3 | 45 | 33.3 |
| Agreements with COLA | 20 | 22.1 | 26 | 24.4 | 29 | 70.8 |
| All Agreements | 62 | 72.3 | 74 | 85.7 | 74 | 104.1 |
| Construction | | | | | | |
| Agreements without COLA | 32 | 104.8 | 45 | 93.8 | 21 | 97.8 |
| Agreements with COLA | - | - | 3 | 2.2 | - | - |
| All Agreements | 32 | 104.8 | 48 | 96.0 | 21 | 97.8 |
| Transportation, Communication and Other Utilities | | | | | | |
| Agreements without COLA | 27 | 67.6 | 40 | 79.9 | 44 | 102.2 |
| Agreements with COLA | 5 | 59.5 | 3 | 4.0 | 10 | 25.6 |
| All Agreements | 32 | 127.1 | 43 | 83.9 | 54 | 127.8 |
| Trade; Finance, Insurance and Real Estate | | | | | | |
| Agreements without COLA | 29 | 56.2 | 17 | 25.5 | 11 | 12.3 |
| Agreements with COLA | 4 | 18.7 | 2 | 1.3 | 1 | 5.2 |
| All Agreements | 33 | 74.9 | 19 | 26.8 | 12 | 17.5 |
| Community, Business and Personal Services | | | | | | |
| Agreements without COLA | 165 | 229.4 | 148 | 373.8 | 150 | 309.2 |
| Agreements with COLA | 2 | 3.4 | 3 | 1.7 | - | - |
| All Agreements | 167 | 232.9 | 151 | 375.5 | 150 | 309.2 |
| Public Administration | | | | | | |
| Agreements without COLA | 47 | 72.9 | 62 | 247.8 | 47 | 143.8 |
| Agreements with COLA | - | - | - | - | 1 | 0.7 |
| All Agreements | 47 | 72.9 | 62 | 247.8 | 48 | 144.4 |

Table B-2 (continued)

**Number of Agreements and Employees Covered, by Major Industry Division,
with and without COLA, by Year and Quarter**

| | 1999 | | | | | | 2000 | |
|--|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| | 2 | | 3 | | 4 | | 1 | |
| | Number of | Number of | Number of | Number of | Number of | Number of | Number of | Number of |
| | Agreements | Employees | Agreements | Employees | Agreements | Employees | Agreements | Employees |
| | (000's) | | (000's) | | (000's) | | (000's) | |
| All Industries | | | | | | | | |
| Agreements without COLA | 110 | 232.4 | 65 | 156.2 | 46 | 70.9 | 136 | 478.3 |
| Agreements with COLA | 15 | 36.7 | 10 | 21.3 | 15 | 43.6 | 7 | 53.9 |
| All Agreements | 125 | 269.0 | 75 | 177.5 | 61 | 114.5 | 143 | 532.2 |
| Primary Industry | | | | | | | | |
| Agreements without COLA | 2 | 1.5 | 2 | 1.4 | - | - | - | - |
| Agreements with COLA | 1 | 1.4 | 2 | 1.4 | 1 | 1.1 | - | - |
| All Agreements | 3 | 2.9 | 4 | 2.8 | 1 | 1.1 | - | - |
| Manufacturing | | | | | | | | |
| Agreements without COLA | 20 | 13.3 | 10 | 10.0 | 5 | 3.1 | 11 | 10.9 |
| Agreements with COLA | 9 | 12.8 | 5 | 17.7 | 12 | 37.4 | 6 | 8.9 |
| All Agreements | 29 | 26.1 | 15 | 27.7 | 17 | 40.6 | 17 | 19.7 |
| Construction | | | | | | | | |
| Agreements without COLA | 7 | 6.7 | 4 | 61.7 | - | - | 5 | 7.3 |
| Agreements with COLA | - | - | - | - | - | - | - | - |
| All Agreements | 7 | 6.7 | 4 | 61.7 | - | - | 5 | 7.3 |
| Transportation, Communication and Other Utilities | | | | | | | | |
| Agreements without COLA | 11 | 18.6 | 10 | 28.1 | 12 | 25.1 | 11 | 32.2 |
| Agreements with COLA | 3 | 16.7 | 3 | 2.2 | 2 | 5.2 | 1 | 45.0 |
| All Agreements | 14 | 35.2 | 13 | 30.3 | 14 | 30.3 | 12 | 77.2 |
| Trade; Finance, Insurance and Real Estate | | | | | | | | |
| Agreements without COLA | 5 | 6.1 | 2 | 1.9 | 2 | 2.8 | 2 | 9.2 |
| Agreements with COLA | 1 | 5.2 | - | - | - | - | - | - |
| All Agreements | 6 | 11.3 | 2 | 1.9 | 2 | 2.8 | 2 | 9.2 |
| Community, Business and Personal Services | | | | | | | | |
| Agreements without COLA | 55 | 145.4 | 30 | 42.0 | 17 | 15.9 | 87 | 332.1 |
| Agreements with COLA | - | - | - | - | - | - | - | - |
| All Agreements | 55 | 145.4 | 30 | 42.0 | 17 | 15.9 | 87 | 332.1 |
| Public Administration | | | | | | | | |
| Agreements without COLA | 10 | 40.9 | 7 | 11.1 | 10 | 23.9 | 20 | 86.7 |
| Agreements with COLA | 1 | 0.7 | - | - | - | - | - | - |
| All Agreements | 11 | 41.6 | 7 | 11.1 | 10 | 23.9 | 20 | 86.7 |

Table B-3

**Effective Wage Adjustment in Base Rates, by Major Industry Division,
by Duration of Agreement, with and without COLA, First Quarter 2000**

| | 17 Months or Less | | | 18-29 Months | | |
|--|----------------------------|---------------------------|---------------------------------|----------------------------|---------------------------|---------------------------------|
| | Number of Agreements | Number of Employees | Average Annual Adjustment | Number of Agreements | Number of Employees | Average Annual Adjustment |
| | | (000's) | (%) | | (000's) | (%) |
| All Industries | | | | | | |
| Agreements without COLA | 13 | 36.8 | 2.6 | 24 | 52.5 | 3.0 |
| Agreements with COLA | - | - | - | - | - | - |
| All Agreements | 13 | 36.8 | 2.6 | 24 | 52.5 | 3.0 |
| Primary Industry | | | | | | |
| Agreements without COLA | - | - | - | - | - | - |
| Agreements with COLA | - | - | - | - | - | - |
| All Agreements | - | - | - | - | - | - |
| Manufacturing | | | | | | |
| Agreements without COLA | 2 | 3.0 | 2.5 | 2 | 4.1 | 2.5 |
| Agreements with COLA | - | - | - | - | - | - |
| All Agreements | 2 | 3.0 | 2.5 | 2 | 4.1 | 2.5 |
| Construction | | | | | | |
| Agreements without COLA | 1 | 5.0 | 5.0 | - | - | - |
| Agreements with COLA | - | - | - | - | - | - |
| All Agreements | 1 | 5.0 | 5.0 | - | - | - |
| Transportation, Communication and Other Utilities | | | | | | |
| Agreements without COLA | 1 | 4.0 | 3.0 | 3 | 10.3 | 2.8 |
| Agreements with COLA | - | - | - | - | - | - |
| All Agreements | 1 | 4.0 | 3.0 | 3 | 10.3 | 2.8 |
| Trade; Finance, Insurance and Real Estate | | | | | | |
| Agreements without COLA | - | - | - | - | - | - |
| Agreements with COLA | - | - | - | - | - | - |
| All Agreements | - | - | - | - | - | - |
| Community, Business and Personal Services | | | | | | |
| Agreements without COLA | 4 | 6.1 | 2.0 | 12 | 22.1 | 2.4 |
| Agreements with COLA | - | - | - | - | - | - |
| All Agreements | 4 | 6.1 | 2.0 | 12 | 22.1 | 2.4 |
| Public Administration | | | | | | |
| Agreements without COLA | 5 | 18.8 | 2.0 | 7 | 15.9 | 4.0 |
| Agreements with COLA | - | - | - | - | - | - |
| All Agreements | 5 | 18.8 | 2.0 | 7 | 15.9 | 4.0 |

Table B-3 (continued)

**Effective Wage Adjustment in Base Rates, by Major Industry Division,
by Duration of Agreement, with and without COLA, First Quarter 2000**

| | 30-41 Months | | | 42 Months or More | | |
|--|----------------------------|---------------------------|---------------------------------|----------------------------|---------------------------|---------------------------------|
| | Number of Agreements | Number of Employees | Average Annual Adjustment | Number of Agreements | Number of Employees | Average Annual Adjustment |
| | | (000's) | (%) | | (000's) | (%) |
| All Industries | | | | | | |
| Agreements without COLA | 35 | 87.1 | 2.1 | 64 | 301.9 | 2.2 |
| Agreements with COLA | 7 | 53.9 | 2.2 | - | - | - |
| All Agreements | 42 | 141.0 | 2.2 | 64 | 301.9 | 2.2 |
| Primary Industry | | | | | | |
| Agreements without COLA | - | - | - | - | - | - |
| Agreements with COLA | - | - | - | - | - | - |
| All Agreements | - | - | - | - | - | - |
| Manufacturing | | | | | | |
| Agreements without COLA | 4 | 2.2 | 2.9 | 3 | 1.6 | 2.4 |
| Agreements with COLA | 6 | 8.9 | 2.3 | - | - | - |
| All Agreements | 10 | 11.1 | 2.4 | 3 | 1.6 | 2.4 |
| Construction | | | | | | |
| Agreements without COLA | 2 | 1.1 | 1.6 | 2 | 1.2 | 1.2 |
| Agreements with COLA | - | - | - | - | - | - |
| All Agreements | 2 | 1.1 | 1.6 | 2 | 1.2 | 1.2 |
| Transportation, Communication and Other Utilities | | | | | | |
| Agreements without COLA | 5 | 13.4 | 2.6 | 2 | 4.5 | 3.2 |
| Agreements with COLA | 1 | 45.0 | 2.2 | - | - | - |
| All Agreements | 6 | 58.4 | 2.3 | 2 | 4.5 | 3.2 |
| Trade; Finance, Insurance and Real Estate | | | | | | |
| Agreements without COLA | - | - | - | 2 | 9.2 | 2.0 |
| Agreements with COLA | - | - | - | - | - | - |
| All Agreements | - | - | - | 2 | 9.2 | 2.0 |
| Community, Business and Personal Services | | | | | | |
| Agreements without COLA | 21 | 66.6 | 2.0 | 50 | 237.4 | 2.2 |
| Agreements with COLA | - | - | - | - | - | - |
| All Agreements | 21 | 66.6 | 2.0 | 50 | 237.4 | 2.2 |
| Public Administration | | | | | | |
| Agreements without COLA | 3 | 3.9 | 2.1 | 5 | 48.1 | 2.2 |
| Agreements with COLA | - | - | - | - | - | - |
| All Agreements | 3 | 3.9 | 2.1 | 5 | 48.1 | 2.2 |

Table B-4

**Effective Wage Adjustment in Base Rates, by Major Industry Division,
with and without COLA, First Quarter 2000**

| | Number of Agreements | Number of Employees | Average Annual Adjustment | First 12 Months | Average Agreement Duration |
|--|----------------------------|---------------------------|---------------------------------|-----------------------|----------------------------------|
| | | (000's) | (%) | (%) | (Months) |
| All Industries | | | | | |
| Agreements without COLA | 136 | 478.3 | 2.3 | 1.8 | 40.3 |
| Agreements with COLA | 7 | 53.9 | 2.2 | 2.4 | 30.5 |
| All Agreements | 143 | 532.2 | 2.3 | 1.9 | 39.3 |
| Primary Industry | | | | | |
| Agreements without COLA | - | - | - | - | - |
| Agreements with COLA | - | - | - | - | - |
| All Agreements | - | - | - | - | - |
| Manufacturing | | | | | |
| Agreements without COLA | 11 | 10.9 | 2.6 | 2.6 | 26.8 |
| Agreements with COLA | 6 | 8.9 | 2.3 | 2.0 | 33.1 |
| All Agreements | 17 | 19.7 | 2.4 | 2.3 | 29.7 |
| Construction | | | | | |
| Agreements without COLA | 5 | 7.3 | 3.9 | 3.7 | 21.5 |
| Agreements with COLA | - | - | - | - | - |
| All Agreements | 5 | 7.3 | 3.9 | 3.7 | 21.5 |
| Transportation, Communication and Other Utilities | | | | | |
| Agreements without COLA | 11 | 32.2 | 2.8 | 3.1 | 30.8 |
| Agreements with COLA | 1 | 45.0 | 2.2 | 2.5 | 30.0 |
| All Agreements | 12 | 77.2 | 2.5 | 2.7 | 30.3 |
| Trade; Finance, Insurance and Real Estate | | | | | |
| Agreements without COLA | 2 | 9.2 | 2.0 | 0.0 | 45.2 |
| Agreements with COLA | - | - | - | - | - |
| All Agreements | 2 | 9.2 | 2.0 | 0.0 | 45.2 |
| Community, Business and Personal Services | | | | | |
| Agreements without COLA | 87 | 332.1 | 2.2 | 1.6 | 43.4 |
| Agreements with COLA | - | - | - | - | - |
| All Agreements | 87 | 332.1 | 2.2 | 1.6 | 43.4 |
| Public Administration | | | | | |
| Agreements without COLA | 20 | 86.7 | 2.5 | 2.1 | 34.8 |
| Agreements with COLA | - | - | - | - | - |
| All Agreements | 20 | 86.7 | 2.5 | 2.1 | 34.8 |

Table C-1

**Effective Wage Adjustment in Base Rates, by Region/Jurisdiction,
by Year and Quarter**

| | 1997 | 1998 | 1999 | 1999 | | | 2000 |
|------------------------|------|------|------|------|-----|-----|------|
| | | | | 2 | 3 | 4 | 1 |
| | (%) | (%) | (%) | (%) | (%) | (%) | (%) |
| All Sectors | | | | | | | |
| CANADA | 1.5 | 1.7 | 2.2 | 2.4 | 2.3 | 2.9 | 2.3 |
| <i>Atlantic</i> | 1.1 | 2.1 | 2.0 | 1.7 | 2.4 | 2.6 | 2.1 |
| Newfoundland | 1.7 | 1.3 | 1.6 | 1.6 | 2.2 | - | 2.4 |
| Prince Edward Island | - | 2.1 | 2.7 | 2.3 | - | 3.0 | - |
| Nova Scotia | 2.0 | 2.9 | 2.1 | 2.0 | 1.5 | 1.8 | 2.2 |
| New Brunswick | 0.7 | 1.5 | 2.4 | 1.6 | 3.6 | - | 1.5 |
| Quebec | 1.3 | 1.0 | 1.6 | 1.5 | 1.5 | 2.1 | 2.3 |
| Ontario | 1.1 | 1.6 | 2.1 | 1.6 | 3.1 | 3.6 | 2.4 |
| <i>Prairies</i> | 2.0 | 2.4 | 3.1 | 3.1 | 2.9 | 2.7 | 3.6 |
| Manitoba | 1.1 | 1.4 | 2.5 | 2.8 | 2.1 | 2.3 | 2.5 |
| Saskatchewan | 0.9 | 1.8 | 2.2 | 1.7 | 3.5 | 1.8 | 2.0 |
| Alberta | 2.4 | 3.0 | 4.0 | 4.2 | 3.3 | 3.0 | 3.8 |
| British Columbia | 1.3 | 0.8 | 0.8 | 0.6 | 1.3 | 0.8 | 0.6 |
| More than One Province | 3.0 | 1.7 | 2.8 | 3.4 | - | - | - |
| Federal | 1.8 | 2.1 | 2.8 | 3.1 | 3.4 | 2.2 | 2.2 |
| Public Sector | | | | | | | |
| CANADA | 1.1 | 1.6 | 1.9 | 2.4 | 2.4 | 2.1 | 2.3 |
| <i>Atlantic</i> | 1.0 | 2.1 | 1.8 | 1.3 | 1.9 | 3.0 | 2.2 |
| Newfoundland | 2.1 | 1.3 | 1.3 | 1.3 | - | - | - |
| Prince Edward Island | - | 2.1 | 2.9 | - | - | 3.0 | - |
| Nova Scotia | 1.8 | 3.0 | 2.3 | - | 1.4 | - | 2.2 |
| New Brunswick | 0.8 | 1.5 | 3.2 | - | 3.2 | - | 1.5 |
| Quebec | 1.3 | 1.2 | 1.7 | 1.3 | 1.5 | 1.8 | 2.3 |
| Ontario | 0.6 | 1.3 | 1.5 | 1.4 | 2.1 | 2.2 | 2.4 |
| <i>Prairies</i> | 1.7 | 2.2 | 2.9 | 3.1 | 2.9 | 2.7 | 3.6 |
| Manitoba | 1.0 | 1.2 | 2.5 | 2.8 | 1.8 | 2.0 | 2.0 |
| Saskatchewan | 0.9 | 1.8 | 2.3 | 1.9 | 3.5 | 1.8 | 2.0 |
| Alberta | 2.2 | 2.6 | 3.7 | 4.1 | 3.3 | 3.1 | 3.8 |
| British Columbia | 0.6 | 0.7 | 0.6 | 0.5 | 0.7 | 0.8 | 0.6 |
| More than One Province | - | - | - | - | - | - | - |
| Federal | 1.6 | 2.2 | 2.7 | 3.2 | 1.9 | 2.0 | 2.2 |
| Private Sector | | | | | | | |
| CANADA | 1.8 | 1.8 | 2.6 | 2.5 | 2.3 | 3.7 | 2.8 |
| <i>Atlantic</i> | 1.2 | 1.8 | 2.2 | 2.0 | 2.9 | 1.8 | 2.0 |
| Newfoundland | 1.7 | 1.9 | 2.3 | 2.4 | 2.2 | - | 2.4 |
| Prince Edward Island | - | - | 2.3 | 2.3 | - | - | - |
| Nova Scotia | 2.1 | 1.8 | 1.9 | 2.0 | 1.8 | 1.8 | 1.6 |
| New Brunswick | 0.4 | 1.7 | 2.3 | 1.6 | 3.8 | - | 1.5 |
| Quebec | 1.3 | 0.9 | 1.5 | 1.7 | 1.5 | 3.8 | 3.0 |
| Ontario | 1.9 | 2.0 | 3.3 | 2.2 | 4.1 | 4.4 | 2.7 |
| <i>Prairies</i> | 2.5 | 3.2 | 3.8 | 3.3 | 3.2 | 2.5 | 3.8 |
| Manitoba | 1.8 | 1.6 | 2.8 | 2.6 | 3.2 | 2.4 | 3.0 |
| Saskatchewan | 1.2 | 1.1 | 0.9 | 0.9 | - | - | - |
| Alberta | 2.6 | 4.5 | 5.1 | 4.9 | - | 2.6 | 4.8 |
| British Columbia | 1.6 | 1.5 | 1.3 | 1.2 | 1.3 | - | - |
| More than One Province | 3.0 | 1.7 | 2.8 | 3.4 | - | - | - |
| Federal | 2.0 | 1.7 | 2.8 | 2.6 | 3.8 | 2.3 | 4.4 |

Table C-2

**Number of Agreements and Employees Covered, by Region/Jurisdiction,
by Year and Quarter**

| | 1997 | | 1998 | | 1999 | |
|------------------------|----------------------------|---------------------------|----------------------------|---------------------------|----------------------------|---------------------------|
| | Number of Agreements | Number of Employees | Number of Agreements | Number of Employees | Number of Agreements | Number of Employees |
| | (000's) | | (000's) | | (000's) | |
| All Sectors | | | | | | |
| CANADA | 381 | 695.4 | 399 | 917.5 | 367 | 807.5 |
| <i>Atlantic</i> | 18 | 20.9 | 42 | 93.4 | 22 | 20.0 |
| Newfoundland | 5 | 6.1 | 7 | 25.4 | 8 | 9.7 |
| Prince Edward Island | - | - | 3 | 3.9 | 3 | 2.2 |
| Nova Scotia | 2 | 1.8 | 18 | 39.0 | 6 | 3.9 |
| New Brunswick | 11 | 13.0 | 14 | 25.0 | 5 | 4.3 |
| Quebec | 39 | 92.3 | 53 | 82.3 | 39 | 113.7 |
| Ontario | 177 | 240.2 | 139 | 266.9 | 166 | 310.4 |
| <i>Prairies</i> | 80 | 146.0 | 83 | 134.0 | 69 | 145.5 |
| Manitoba | 21 | 27.9 | 20 | 22.3 | 18 | 38.7 |
| Saskatchewan | 7 | 16.9 | 12 | 32.3 | 15 | 45.0 |
| Alberta | 52 | 101.1 | 51 | 79.4 | 36 | 61.8 |
| British Columbia | 34 | 69.3 | 35 | 151.8 | 25 | 71.9 |
| More than One Province | 7 | 7.7 | 2 | 7.0 | 3 | 2.2 |
| Federal | 26 | 119.0 | 45 | 182.2 | 43 | 143.9 |
| Public Sector | | | | | | |
| CANADA | 221 | 371.3 | 219 | 645.0 | 214 | 504.8 |
| <i>Atlantic</i> | 8 | 10.9 | 29 | 81.6 | 10 | 10.7 |
| Newfoundland | 2 | 1.2 | 6 | 22.9 | 4 | 6.6 |
| Prince Edward Island | - | - | 3 | 3.9 | 2 | 1.5 |
| Nova Scotia | 1 | 0.6 | 11 | 33.6 | 3 | 2.1 |
| New Brunswick | 5 | 9.0 | 9 | 21.1 | 1 | 0.6 |
| Quebec | 16 | 19.8 | 14 | 23.6 | 12 | 25.8 |
| Ontario | 113 | 139.3 | 76 | 166.7 | 110 | 208.0 |
| <i>Prairies</i> | 55 | 100.6 | 62 | 106.5 | 49 | 123.4 |
| Manitoba | 18 | 24.0 | 11 | 11.7 | 13 | 34.2 |
| Saskatchewan | 4 | 14.5 | 10 | 30.5 | 11 | 40.6 |
| Alberta | 33 | 62.1 | 41 | 64.3 | 25 | 48.7 |
| British Columbia | 18 | 25.4 | 15 | 133.7 | 13 | 57.6 |
| More than One Province | - | - | - | - | - | - |
| Federal | 11 | 75.4 | 23 | 133.1 | 20 | 79.3 |
| Private Sector | | | | | | |
| CANADA | 160 | 324.1 | 180 | 272.4 | 153 | 302.7 |
| <i>Atlantic</i> | 10 | 10.1 | 13 | 11.8 | 12 | 9.3 |
| Newfoundland | 3 | 4.9 | 1 | 2.5 | 4 | 3.1 |
| Prince Edward Island | - | - | - | - | 1 | 0.7 |
| Nova Scotia | 1 | 1.2 | 7 | 5.4 | 3 | 1.8 |
| New Brunswick | 6 | 4.0 | 5 | 3.9 | 4 | 3.7 |
| Quebec | 23 | 72.6 | 39 | 58.7 | 27 | 87.9 |
| Ontario | 64 | 100.9 | 63 | 100.2 | 56 | 102.4 |
| <i>Prairies</i> | 25 | 45.4 | 21 | 27.5 | 20 | 22.1 |
| Manitoba | 3 | 4.0 | 9 | 10.5 | 5 | 4.6 |
| Saskatchewan | 3 | 2.4 | 2 | 1.8 | 4 | 4.4 |
| Alberta | 19 | 39.0 | 10 | 15.1 | 11 | 13.1 |
| British Columbia | 16 | 43.9 | 20 | 18.2 | 12 | 14.3 |
| More than One Province | 7 | 7.7 | 2 | 7.0 | 3 | 2.2 |
| Federal | 15 | 43.6 | 22 | 49.1 | 23 | 64.6 |

Table C-2 (continued)

**Number of Agreements and Employees Covered, by Region/Jurisdiction,
by Year and Quarter**

| | 1999 | | | | | | 2000 | |
|------------------------|----------------------------|---------------------------|----------------------------|---------------------------|----------------------------|---------------------------|----------------------------|---------------------------|
| | 2 | | 3 | | 4 | | 1 | |
| | Number of Agreements | Number of Employees | Number of Agreements | Number of Employees | Number of Agreements | Number of Employees | Number of Agreements | Number of Employees |
| | (000's) | (000's) | (000's) | (000's) | (000's) | (000's) | (000's) | (000's) |
| All Sectors | | | | | | | | |
| CANADA | 125 | 269.0 | 75 | 177.5 | 61 | 114.5 | 143 | 532.2 |
| <i>Atlantic</i> | 9 | 10.8 | 6 | 4.5 | 2 | 1.4 | 9 | 17.1 |
| Newfoundland | 4 | 7.1 | 1 | 0.6 | - | - | 1 | 3.0 |
| Prince Edward Island | 1 | 0.7 | - | - | 1 | 0.9 | - | - |
| Nova Scotia | 1 | 0.6 | 3 | 2.2 | 1 | 0.5 | 4 | 11.7 |
| New Brunswick | 3 | 2.5 | 2 | 1.8 | - | - | 4 | 2.4 |
| Quebec | 5 | 4.3 | 15 | 70.6 | 8 | 20.6 | 61 | 297.5 |
| Ontario | 56 | 95.5 | 24 | 36.9 | 28 | 56.2 | 38 | 113.5 |
| <i>Prairies</i> | 31 | 90.4 | 9 | 23.3 | 12 | 11.2 | 16 | 24.2 |
| Manitoba | 6 | 23.6 | 5 | 8.9 | 3 | 2.2 | 3 | 2.6 |
| Saskatchewan | 8 | 27.4 | 1 | 8.4 | 1 | 2.0 | 1 | 0.6 |
| Alberta | 17 | 39.5 | 3 | 6.0 | 8 | 7.0 | 12 | 21.0 |
| British Columbia | 7 | 7.8 | 10 | 13.1 | 2 | 2.2 | 8 | 10.2 |
| More than One Province | 2 | 1.3 | - | - | - | - | - | - |
| Federal | 15 | 58.8 | 11 | 29.1 | 9 | 22.9 | 11 | 69.7 |
| Public Sector | | | | | | | | |
| CANADA | 71 | 205.4 | 34 | 51.0 | 32 | 56.8 | 115 | 489.6 |
| <i>Atlantic</i> | 2 | 5.2 | 3 | 2.0 | 1 | 0.9 | 3 | 11.2 |
| Newfoundland | 2 | 5.2 | - | - | - | - | - | - |
| Prince Edward Island | - | - | - | - | 1 | 0.9 | - | - |
| Nova Scotia | - | - | 2 | 1.5 | - | - | 2 | 10.6 |
| New Brunswick | - | - | 1 | 0.6 | - | - | 1 | 0.6 |
| Quebec | 1 | 2.0 | 3 | 2.8 | 5 | 17.1 | 56 | 288.9 |
| Ontario | 34 | 69.1 | 16 | 18.3 | 15 | 19.3 | 24 | 88.2 |
| <i>Prairies</i> | 19 | 78.1 | 7 | 21.0 | 8 | 8.3 | 14 | 22.1 |
| Manitoba | 5 | 22.9 | 3 | 6.6 | 1 | 0.7 | 2 | 1.5 |
| Saskatchewan | 4 | 23.0 | 1 | 8.4 | 1 | 2.0 | 1 | 0.6 |
| Alberta | 10 | 32.3 | 3 | 6.0 | 6 | 5.6 | 11 | 20.0 |
| British Columbia | 5 | 6.7 | 1 | 0.6 | 2 | 2.2 | 8 | 10.2 |
| More than One Province | - | - | - | - | - | - | - | - |
| Federal | 10 | 44.4 | 4 | 6.3 | 1 | 9.0 | 10 | 68.9 |
| Private Sector | | | | | | | | |
| CANADA | 54 | 63.7 | 41 | 126.5 | 29 | 57.7 | 28 | 42.6 |
| <i>Atlantic</i> | 7 | 5.7 | 3 | 2.5 | 1 | 0.5 | 6 | 5.8 |
| Newfoundland | 2 | 1.9 | 1 | 0.6 | - | - | 1 | 3.0 |
| Prince Edward Island | 1 | 0.7 | - | - | - | - | - | - |
| Nova Scotia | 1 | 0.6 | 1 | 0.7 | 1 | 0.5 | 2 | 1.1 |
| New Brunswick | 3 | 2.5 | 1 | 1.2 | - | - | 3 | 1.7 |
| Quebec | 4 | 2.4 | 12 | 67.9 | 3 | 3.4 | 5 | 8.5 |
| Ontario | 22 | 26.4 | 8 | 18.6 | 13 | 36.9 | 14 | 25.3 |
| <i>Prairies</i> | 12 | 12.3 | 2 | 2.3 | 4 | 3.0 | 2 | 2.1 |
| Manitoba | 1 | 0.7 | 2 | 2.3 | 2 | 1.6 | 1 | 1.1 |
| Saskatchewan | 4 | 4.4 | - | - | - | - | - | - |
| Alberta | 7 | 7.2 | - | - | 2 | 1.4 | 1 | 1.0 |
| British Columbia | 2 | 1.2 | 9 | 12.5 | - | - | - | - |
| More than One Province | 2 | 1.3 | - | - | - | - | - | - |
| Federal | 5 | 14.5 | 7 | 22.8 | 8 | 14.0 | 1 | 0.8 |

Table D

Major Wage Settlements, by Public and Private Sectors, by Year and Quarter

| Year | Public Sector | | | | Private Sector | | | | All Sectors | | | |
|-------|---------------|---------|---------|-----------|----------------|------|----------|-----------|-------------|----------|---------|-----------|
| | Agmts. | Dur. | Empls. | Avg. Adj. | Agmts. | Dur. | Empls. | Avg. Adj. | Agmts. | Dur. | Empls. | Avg. Adj. |
| | (Months) | (000's) | (%) | (Months) | (000's) | (%) | (Months) | (000's) | (%) | (Months) | (000's) | (%) |
| 1980 | 325 | 26.0 | 919.4 | 10.9 | 233 | 27.5 | 298.8 | 11.7 | 558 | 26.3 | 1,218.2 | 11.1 |
| 1981 | 290 | 18.9 | 577.6 | 13.1 | 210 | 27.3 | 323.4 | 12.6 | 500 | 21.9 | 901.0 | 13.0 |
| 1982 | 319 | 14.6 | 865.1 | 10.4 | 189 | 25.2 | 282.2 | 9.5 | 508 | 17.2 | 1,147.3 | 10.2 |
| 1983 | 458 | 19.6 | 1,241.6 | 4.6 | 200 | 25.0 | 302.8 | 5.5 | 658 | 20.6 | 1,544.3 | 4.8 |
| 1984 | 277 | 17.0 | 637.4 | 3.9 | 282 | 26.1 | 518.8 | 3.2 | 559 | 21.1 | 1,156.2 | 3.6 |
| 1985 | 316 | 21.7 | 566.8 | 3.8 | 200 | 30.1 | 271.8 | 3.3 | 516 | 24.5 | 838.6 | 3.7 |
| 1986 | 322 | 25.4 | 711.2 | 3.6 | 231 | 26.0 | 410.2 | 3.0 | 553 | 25.6 | 1,121.5 | 3.4 |
| 1987 | 270 | 29.4 | 824.3 | 4.1 | 208 | 31.4 | 287.0 | 3.8 | 478 | 29.9 | 1,111.3 | 4.0 |
| 1988 | 301 | 24.0 | 698.6 | 4.0 | 241 | 27.2 | 484.1 | 5.0 | 542 | 25.3 | 1,182.7 | 4.4 |
| 1989 | 295 | 30.0 | 737.6 | 5.2 | 158 | 28.5 | 264.2 | 5.2 | 453 | 29.6 | 1,001.8 | 5.2 |
| 1990 | 283 | 27.4 | 677.8 | 5.6 | 224 | 29.7 | 468.5 | 5.7 | 507 | 28.4 | 1,146.4 | 5.6 |
| 1991 | 365 | 16.0 | 1,121.7 | 3.4 | 182 | 29.2 | 224.0 | 4.4 | 547 | 18.2 | 1,345.6 | 3.6 |
| 1992 | 302 | 21.7 | 977.3 | 2.0 | 194 | 32.2 | 329.5 | 2.5 | 496 | 24.3 | 1,306.8 | 2.1 |
| 1993 | 347 | 23.4 | 1,012.0 | 0.6 | 171 | 25.2 | 400.5 | 0.8 | 518 | 23.9 | 1,412.5 | 0.7 |
| 1994 | 299 | 26.5 | 719.8 | 0.0 | 135 | 34.5 | 222.8 | 1.2 | 434 | 28.4 | 942.6 | 0.3 |
| 1995 | 216 | 31.5 | 630.9 | 0.6 | 186 | 35.8 | 277.9 | 1.4 | 402 | 32.8 | 908.8 | 0.9 |
| 1996 | 213 | 31.6 | 565.9 | 0.5 | 165 | 34.9 | 244.5 | 1.7 | 378 | 32.6 | 810.5 | 0.9 |
| 1997 | 221 | 30.2 | 371.3 | 1.1 | 160 | 38.0 | 324.1 | 1.8 | 381 | 33.8 | 695.4 | 1.5 |
| 1998 | 219 | 31.0 | 645.0 | 1.6 | 180 | 34.3 | 272.4 | 1.8 | 399 | 32.0 | 917.5 | 1.7 |
| 1999 | 214 | 35.1 | 504.8 | 1.9 | 153 | 38.6 | 302.7 | 2.6 | 367 | 36.4 | 807.5 | 2.2 |
| 2000* | 115 | 39.9 | 489.6 | 2.3 | 28 | 33.0 | 42.6 | 2.8 | 143 | 39.3 | 532.2 | 2.3 |

* Year to Date

Quarter

| | | | | | | | | | | | | |
|--------|-----|------|-------|-----|----|------|-------|-----|-----|------|-------|-----|
| 1997 I | 53 | 29.7 | 89.1 | 1.0 | 30 | 35.7 | 40.4 | 2.2 | 83 | 31.6 | 129.5 | 1.3 |
| II | 72 | 26.1 | 98.8 | 0.8 | 60 | 34.5 | 147.1 | 1.9 | 132 | 31.1 | 246.0 | 1.5 |
| III | 34 | 31.0 | 44.6 | 0.8 | 41 | 38.3 | 90.7 | 1.5 | 75 | 35.9 | 135.2 | 1.3 |
| IV | 62 | 33.1 | 138.8 | 1.6 | 29 | 50.8 | 45.9 | 1.8 | 91 | 37.5 | 184.7 | 1.7 |
| 1998 I | 45 | 36.4 | 97.0 | 2.1 | 23 | 33.6 | 38.3 | 2.3 | 68 | 35.6 | 135.3 | 2.1 |
| II | 55 | 32.0 | 156.9 | 1.7 | 71 | 27.9 | 111.3 | 1.6 | 126 | 30.3 | 268.1 | 1.7 |
| III | 51 | 33.2 | 185.9 | 1.2 | 52 | 40.8 | 84.6 | 1.7 | 103 | 35.5 | 270.5 | 1.4 |
| IV | 68 | 25.9 | 205.3 | 1.7 | 34 | 39.4 | 38.3 | 1.9 | 102 | 28.0 | 243.6 | 1.7 |
| 1999 I | 77 | 32.5 | 191.7 | 1.3 | 29 | 38.4 | 54.8 | 2.2 | 106 | 33.8 | 246.5 | 1.5 |
| II | 71 | 37.5 | 205.4 | 2.4 | 54 | 41.0 | 63.7 | 2.5 | 125 | 38.3 | 269.0 | 2.4 |
| III | 34 | 37.1 | 51.0 | 2.4 | 41 | 37.5 | 126.5 | 2.3 | 75 | 37.4 | 177.5 | 2.3 |
| IV | 32 | 33.5 | 56.8 | 2.1 | 29 | 38.5 | 57.7 | 3.7 | 61 | 36.0 | 114.5 | 2.9 |
| 2000 I | 115 | 39.9 | 489.6 | 2.3 | 28 | 33.0 | 42.6 | 2.8 | 143 | 39.3 | 532.2 | 2.3 |

Agmts. - Number of Agreements
 Avg. Adj. - Average Annual Adjustment
 Dur. - Average Agreement Duration
 Empls. - Number of Employees

Table E
Selected Economic Indicators,
by Year and Quarter

| | 1997 | 1998 | 1999 | 1999 | | | 2000 |
|--|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| | | | | 2 | 3 | 4 | 1 |
| Wage Settlements (%) | 1.5 | 1.6 | 2.2 | 2.4 | 2.3 | 2.9 | 2.3 |
| Public Sector (%) | 1.1 | 1.6 | 1.9 | 2.4 | 2.4 | 2.1 | 2.3 |
| Private Sector (%) | 1.8 | 1.8 | 2.6 | 2.5 | 2.3 | 3.7 | 2.8 |
| Agreements in Force (%) | 1.2 | 1.7 | 1.9 | 2.0 | 1.8 | 1.8 | 2.0 |
| Public Sector (%) | 0.9 | 1.4 | 1.7 | 1.8 | 1.7 | 1.6 | 1.8 |
| Private Sector (%) | 1.8 | 2.4 | 2.3 | 2.3 | 2.0 | 2.1 | 2.3 |
| Consumer Price Index Per Cent Change ¹ | 1.6 | 0.9 | 1.9 | 1.6 | 2.2 | 2.4 | 2.7 |
| GDP ² at Factor Cost ³ Per Cent Change ¹ | 4.1 | 2.9 | 4.1 | 3.7 | 4.8 | 4.8 | 4.6 |
| Labour Productivity Growth (%) | 1.5 | 0.7 | 1.5 | 0.3 | 2.0 | 1.5 | 1.8 |
| Unit Labour Cost (%) | 1.0 | 1.4 | 0.5 | -1.1 | 0.5 | 0.8 | 1.6 |
| Unemployment Rate ³ (%) | 9.1 | 8.3 | 7.6 | 7.8 | 7.6 | 7.0 | 6.8 |
| Employment (000's) ³ | 13,774 | 14,140 | 14,531 | 14,484 | 14,562 | 14,690 | 14,826 |
| Per Cent Change ¹ | 1.9 | 2.7 | 2.8 | 2.8 | 2.6 | 2.7 | 3.1 |
| Average Weekly Earnings ³ | \$ 598.26 | \$ 606.31 | \$ 610.68 | \$ 608.67 | \$ 611.93 | \$ 615.15 | \$ 622.03 |
| Per Cent Change ¹ | 2.1 | 1.3 | 0.7 | 0.4 | 1.1 | 1.2 | 2.6 |
| Average Hourly Earnings | \$ 14.87 | \$ 15.12 | \$ 15.34 | \$ 15.28 | \$ 15.20 | \$ 15.46 | \$ 15.76 |
| Per Cent Change ¹ | 1.1 | 1.7 | 1.4 | 0.5 | 1.6 | 1.8 | 2.4 |

¹ Per cent change from the same period of the previous year.

² GDP – Gross domestic product at factor cost (1992) prices.

³ Seasonally adjusted data.

TECHNICAL NOTES

The information in this report is produced from collective agreement settlements in Canada which cover 500 or more employees in all industries. A few settlements are excluded where the basis of payment is on a piece/mileage rate basis.

The construction industry is excluded prior to 1983.

The Base Rate

The base rate is the lowest paid classification used for qualified workers in the bargaining unit. In most instances, the base rate is the rate of pay for an unskilled or semi-skilled classification of workers. However, this is not the case in contracts covering only skilled workers and professional employees.

As only the base rate in a contract is used, the resulting data on percentage change do not necessarily reflect the average wage change for all workers in the bargaining unit. For example, where an across-the-board increase is negotiated for all classifications in cents per hour (or other money terms), measurement on the base rate produces higher results than measurement on any higher rate, including the average rate. Where varying percentage or money increases are negotiated for different classifications, measurement on the base rate may produce results that are higher or lower than measurement on the average rate. Where an across-the-board increase is negotiated for all classifications in percentage terms, measurement on the base rate produces results identical to measurement on any other rate, including the average rate. It should be noted that information on the average rate for all employees in a bargaining unit is not available.

Effective Wage Increase

The effective wage increase is the increase in rates of pay including estimated cost-of-living allowance (COLA) payments. Estimates of the yield of COLA clauses are obtained by quantifying the characteristics of these clauses in each agreement and applying a combination of actual Consumer Price Index (CPI) increases available to date plus a specified projected inflation rate for the remainder of the contract duration. In

succeeding quarters, these estimates are revised using actual CPI values as they become available.

In the current report, an inflation projection of 2.0 per cent has been used when the actual rate is unknown. This figure is based on a rounded average of inflation forecasts and is intended for illustrative purposes only and does not constitute an official forecast by Human Resources Development Canada. The use of different inflation rate scenarios could result in varying settlement increases. The inflation projection used will be revised periodically to reflect prevailing economic conditions.

By including reasonable estimates of future payments under COLA clauses, the effective wage increase concept facilitates an accurate comparison of agreements with and without COLA and permits the aggregation of all agreements to yield an improved measure of wage settlements.

Public and Private Sectors

The principal unit of observation is the collective bargaining unit; however, the designation for inclusion in the public sector is by reference to characteristics of the employer with whom a bargaining unit negotiates. Reference to the employer characteristics makes the directives consistent with Statistics Canada's use of "institutional units" or "entities".

While the criteria relate to the classification of the public sector only, *the private sector is defined by exclusion.*

Public sector bargaining units negotiate wages or other working conditions with an employer who is part of, or an agent of, a government or a government business enterprise. The distinction between the two is whether the activity engaged in is "non-commercial" (Government) or "commercial" (Government Business Enterprise).

Government (Non-Commercial)

The government component comprises all non-commercial entities controlled by governments and mainly financed out of general taxation or other public

funds. These entities provide goods and/or services free or at non-market prices (not having a view to profit).

Sub-sectors of the government component are identified below:

(1) Federal Government

Collective bargaining in the Federal Government component is conducted under the *Public Service Staff Relations Act* (Parts 1 and 2), and the *Parliamentary Employment and Staff Relations Act*.

(2) Provincial and Territorial Governments

- (a) provincial and territorial government administration;
- (b) health, education and social services agencies or institutions:
 - (i) public hospitals,
 - (ii) provincial residential care facilities,
 - (iii) universities,
 - (iv) colleges, vocational and trade institutions,
 - (v) social services business enterprise,
 - (vi) provincial elementary and secondary schools.

(3) Local Government Administration

- (a) local government organizations such as: municipalities, boards, commissions;
- (b) school boards;
- (c) social services: establishments at the local level primarily engaged in providing basic domiciliary care only, such as homes for the aged, blind or senile, boarding houses for the aged, day nurseries, shelters, etc.

Government Business Enterprise (Commercial)

The commercial component of the public sector is divided into three broad sub-groupings, based on degree

of governmental control, as follows:

(1) Direct Control

A commercial enterprise is directly controlled by a government if one of the following conditions is met:

- (a) a government holds more than 50 per cent of its voting equity, directly;
- (b) a government has irrevocable options or the right to acquire shares, or convertible debt or equity, exercisable at the discretion of that government.

(2) Effective Control

A commercial enterprise is effectively controlled by a government if one of the following conditions is met:

- (a) the government holds a significant voting ownership in a public enterprise, where "significant" is understood as:
 - (i) the holding is the largest block of voting equity; and
 - (ii) the holding exceeds 33.3 per cent of the voting equity; and
 - (iii) the block is larger than the combined percentage of the next two largest blocks;
- (b) the commercial enterprise declares that it is effectively controlled by a government;
- (c) there exists a method or variety of methods (e.g. significant voting ownership of the enterprise, technological agreements, supply controls or contracts, management contracts, interlocking directorships, etc.)

(3) Indirect Control

A business enterprise is indirectly controlled by a government if that government directly or effectively controls a government business enterprise, which in turn directly or effectively controls that enterprise.

SECTION 2

EXPIRIES AND REOPENERS OF MAJOR COLLECTIVE AGREEMENTS IN JULY, AUGUST AND SEPTEMBER 2000

Note: *Reopeners listed may be negotiated for wage provisions¹ and/or other provisions²*

The full 2000 Calendar of Major Collective Agreement Expiries and Reopeners is available on the Workplace Information Directorate Web site at: <http://labour-travail.hrdc-drhc.gc.ca/doc/wid-dimt/eng/expreo.cfm>

| Company and Location | Union and Occupation | Number of Employees | Industry |
|-------------------------|-------------------------|------------------------|----------|
|-------------------------|-------------------------|------------------------|----------|

JULY 2000

QUEBEC

| | | | |
|--|---|-----|-------|
| ¹ Marchands en alimentation Agora inc., Montréal-Nord | United Food and Commercial Workers Intl. Union (AFL-CIO/CLC) (wholesale, office and clerical employees) | 530 | Trade |
|--|---|-----|-------|

ONTARIO

| | | | |
|---|--|-------|---------------|
| Falconbridge Limited, Falconbridge | Natl. Automobile, Aerospace, Transportation and General Workers Union of Canada (CAW-Canada) (CLC) (production employees) | 1,430 | Primary |
| Lake Erie Steel Co. Ltd. (Division of Stelco Inc.), Nanticoke | United Steelworkers of America (AFL-CIO/CLC) (production employees) | 990 | Manufacturing |
| York University, Toronto | York University of Staff Assn. (CCU) (office, clerical and technical employees) | 1,130 | Services |

MORE THAN ONE PROVINCE

| | | | |
|--|--|-------|----------|
| National Research Council of Canada, Canada-wide | Professional Institute of the Public Service of Canada (Ind.) (scientific and other professionals) | 1,100 | Services |
|--|--|-------|----------|

AUGUST 2000

NOVA SCOTIA

| | | | |
|----------------------------------|---|-----|----------|
| Dalhousie University, Halifax | Cdn. Union of Public Employees (CLC) (teaching assistants) | 970 | Services |
|----------------------------------|---|-----|----------|

Services - Community, Business and Personal Services

| Company and Location | Union and Occupation | Number of Employees | Industry |
|--|--|---------------------|-----------------------|
| NEW BRUNSWICK | | | |
| Government of New Brunswick, province-wide | Cdn. Union of Public Employees (CLC) (health and social care professionals) | 1,140 | Public Administration |
| Government of New Brunswick, province-wide | New Brunswick Teachers Federation (Ind.) (elementary and secondary teachers) | 7,600 | Services |
| QUEBEC | | | |
| Université de Montréal, Montréal | Fédération nationale des enseignantes et enseignants du Québec (CNTU) (instructors/tutors/lecturers) | 1,700 | Services |
| ONTARIO | | | |
| Algoma District School Board, Sault Ste. Marie | Elementary Teachers' Federation of Ontario (Ind.) (elementary teachers) | 560 | Services |
| Algonquin and Lakeshore Catholic District School Board, Kingston | Ontario English Catholic Teachers' Assn. (CLC) (elementary and secondary teachers) | 760 | Services |
| Avon Maitland District School Board, Seaforth | Elementary Teachers' Federation of Ontario (Ind.) (elementary teachers) | 650 | Services |
| Avon Maitland District School Board, Seaforth | Ontario Secondary School Teachers' Federation (CLC) (secondary teachers) | 500 | Services |
| Bluewater District School Board, Chesley | Elementary Teachers' Federation of Ontario (Ind.) (elementary teachers) | 800 | Services |
| Bluewater District School Board, Chesley | Ontario Secondary School Teachers' Federation (CLC) (secondary teachers) | 590 | Services |
| Carleton University, Ottawa | Cdn. Union of Public Employees (CLC) (teaching assistants) | 1,200 | Services |
| Catholic District School Board of Eastern Ontario, Smiths Falls | Ontario English Catholic Teachers' Assn. (CLC) (elementary and secondary teachers) | 720 | Services |
| District School Board of Niagara, St. Catharines and Welland | Elementary Teachers' Federation of Ontario (Ind.) (elementary teachers) | 1,500 | Services |

Services - Community, Business and Personal Services

| Company and Location | Union and Occupation | Number of Employees | Industry |
|---|---|------------------------|----------|
| ONTARIO (continued) | | | |
| District School Board of Niagara, St. Catharines | Elementary Teachers' Federation of Ontario (Ind.) (occasional teachers) | 500 | Services |
| District School Board of Niagara, St. Catharines | Ontario Secondary School Teachers' Federation (CLC) (secondary teachers) | 1,000 | Services |
| Durham Catholic District School Board, Oshawa | Ontario English Catholic Teachers' Assn. (CLC) (elementary teachers) | 940 | Services |
| Durham District School Board, Whitby | Elementary Teachers' Federation of Ontario (Ind.) (elementary teachers) | 2,500 | Services |
| Durham District School Board, Whitby | Ontario Secondary School Teachers' Federation (CLC) (secondary teachers) | 1,250 | Services |
| Grand Erie District School Board, Brantford | Elementary Teachers' Federation of Ontario (Ind.) (elementary teachers) | 1,210 | Services |
| Grand Erie District School Board, Brantford | Ontario Secondary School Teachers' Federation (CLC) (secondary teachers) | 720 | Services |
| Greater Essex County District School Board, Windsor | Elementary Teachers' Federation of Ontario (Ind.) (elementary teachers) | 1,300 | Services |
| Greater Essex County District School Board, Windsor | Ontario Secondary School Teachers' Federation (CLC) (secondary teachers) | 700 | Services |
| Halton Catholic District School Board, Burlington | Elementary Teachers' Federation of Ontario (Ind.) (elementary teachers) | 1,650 | Services |
| Halton Catholic District School Board, Burlington | Ontario English Catholic Teachers' Assn. (CLC) (elementary teachers) | 800 | Services |
| Halton Catholic District School Board, Burlington | Ontario Secondary School Teachers' Federation (CLC) (secondary teachers) | 890 | Services |
| Hamilton-Wentworth District School Board, Hamilton | Elementary Teachers' Federation of Ontario (Ind.) (elementary teachers) | 2,060 | Services |

Services - Community, Business and Personal Services

| Company and Location | Union and Occupation | Number of Employees | Industry |
|--|--|---------------------|----------|
| ONTARIO (continued) | | | |
| Hamilton-Wentworth District School Board, Hamilton | Elementary Teachers' Federation of Ontario (Ind.) (occasional teachers) | 500 | Services |
| Hamilton-Wentworth District School Board, Hamilton | Ontario Secondary School Teachers' Federation (CLC) (secondary teachers) | 1,200 | Services |
| Hastings and Prince Edward District School Board, Belleville | Elementary Teachers' Federation of Ontario (Ind.) (elementary teachers) | 710 | Services |
| Kawartha Pine Ridge District School Board, Peterborough | Elementary Teachers' Federation of Ontario (Ind.) (elementary teachers) | 1,460 | Services |
| Kawartha Pine Ridge District School Board, Peterborough | Ontario Secondary School Teachers' Federation (CLC) (secondary teachers) | 860 | Services |
| Lakehead District School Board, Thunder Bay | Elementary Teachers' Federation of Ontario (Ind.) (elementary teachers) | 500 | Services |
| Lambton Kent District School Board, Sarnia | Cdn. Union of Public Employees (CLC) (support employees) | 840 | Services |
| Lambton Kent District School Board, Sarnia | Elementary Teachers' Federation of Ontario (Ind.) (elementary teachers) | 1,000 | Services |
| Lambton Kent District School Board, Sarnia | Ontario Secondary School Teachers' Federation (CLC) (secondary teachers) | 680 | Services |
| Limestone District School Board, Kingston | Elementary Teachers' Federation of Ontario (Ind.) (elementary teachers) | 750 | Services |
| Limestone District School Board, Kingston | Ontario Secondary School Teachers' Federation (CLC) (secondary teachers) | 570 | Services |
| London District Catholic School Board, London | Ontario English Catholic Teachers' Assn. (CLC) (elementary and secondary teachers) | 1,300 | Services |

Services - Community, Business and Personal Services

| Company and Location | Union and Occupation | Number of Employees | Industry |
|--|--|---------------------|----------|
| ONTARIO (continued) | | | |
| Near North District School Board, Parry Sound | Elementary Teachers' Federation of Ontario (Ind.) (elementary teachers) | 530 | Services |
| Niagara Catholic District School Board, Welland | Ontario English Catholic Teachers' Assn. (CLC) (elementary teachers) | 860 | Services |
| Ontario Council of Regents for Colleges of Applied Arts and Technology, province-wide | Ontario Public Service Employees Union (CLC) (support employees) | 5,600 | Services |
| Ottawa-Carleton Catholic District School Board, Nepean | Ontario English Catholic Teachers' Assn. (CLC) (elementary and secondary teachers) | 2,100 | Services |
| Ottawa-Carleton Catholic District School Board, Nepean | Ontario English Catholic Teachers' Assn. (CLC) (occasional teachers) | 700 | Services |
| Ottawa-Carleton District School Board, Nepean | Elementary Teachers' Federation of Ontario (Ind.) (elementary teachers) | 2,790 | Services |
| Ottawa-Carleton District School Board, Nepean | Elementary Teachers' Federation of Ontario (Ind.) (occasional teachers) | 1,200 | Services |
| Ottawa-Carleton District School Board, Nepean | Ontario Secondary School Teachers' Federation (CLC) (occasional teachers) | 900 | Services |
| Ottawa-Carleton District School Board, Nepean | Ontario Secondary School Teachers' Federation (CLC) (secondary teachers) | 1,850 | Services |
| Peel District School Board, Mississauga | Elementary Teachers' Federation of Ontario (Ind.) (elementary teachers) | 4,450 | Services |
| Peel District School Board, Mississauga | Ontario Secondary School Teachers' Federation (CLC) (secondary teachers) | 2,200 | Services |
| Peterborough-Victoria Northumberland and Clarington Catholic District School Board, Peterborough | Ontario English Catholic Teachers' Assn. (CLC) (elementary and secondary teachers) | 670 | Services |

Services - Community, Business and Personal Services

| Company and Location | Union and Occupation | Number of Employees | Industry |
|---|--|---------------------|----------|
| ONTARIO (continued) | | | |
| Rainbow District School Board, Sudbury | Ontario Secondary School Teachers' Federation (CLC) (secondary teachers) | 500 | Services |
| St. Clair Catholic District School Board, Sarnia | Ontario English Catholic Teachers' Assn. (CLC) (elementary teachers) | 540 | Services |
| Simcoe County District School Board, Midhurst | Elementary Teachers' Federation of Ontario (Ind.) (elementary teachers) | 1,400 | Services |
| Simcoe County District School Board, Midhurst | Ontario Secondary School Teachers' Federation (CLC) (secondary teachers) | 1,000 | Services |
| Simcoe Muskoka Catholic District School Board, Barrie | Ontario English Catholic Teachers' Assn. (CLC) (elementary and secondary teachers) | 1,050 | Services |
| Thames Valley District School Board, London | Elementary Teachers' Federation of Ontario (Ind.) (elementary teachers) | 3,200 | Services |
| Thames Valley District School Board, London | Ontario Secondary School Teachers' Federation (CLC) (secondary teachers) | 1,800 | Services |
| Toronto Catholic District School Board, Toronto | Cdn. Union of Public Employees (CLC) (educational services) | 730 | Services |
| Toronto Catholic District School Board, Toronto | Ontario English Catholic Teachers' Assn. (CLC) (elementary teachers) | 3,900 | Services |
| Toronto Catholic District School Board, Toronto | Ontario English Catholic Teachers' Assn. (CLC) (occasional teachers) | 800 | Services |
| Toronto Catholic District School Board, Toronto | Ontario English Catholic Teachers' Assn. (CLC) (secondary teachers) | 2,000 | Services |
| Toronto District School Board, Toronto | Cdn. Union of Public Employees (CLC) (technical employees, instructors/tutors/lecturers and custodial) | 14,500 | Services |

Services - Community, Business and Personal Services

| Company and Location | Union and Occupation | Number of Employees | Industry |
|---|---|---------------------|----------|
| ONTARIO (continued) | | | |
| Toronto District School Board, Toronto | Elementary Teachers' Federation of Ontario (Ind.) (elementary teachers) | 10,000 | Services |
| Toronto District School Board, Toronto | Elementary Teachers' Federation of Ontario (Ind.) (occasional teachers) | 2,150 | Services |
| Toronto District School Board, Toronto | Ontario Secondary School Teachers' Federation (CLC) (occasional teachers) | 1,450 | Services |
| Toronto District School Board, Toronto | Ontario Secondary School Teachers' Federation (CLC) (secondary teachers) | 7,000 | Services |
| Trillium Lakelands District School Board, Lindsay | Elementary Teachers' Federation of Ontario (Ind.) (elementary teachers) | 810 | Services |
| Upper Canada District School Board No. 26, Brockville | Elementary Teachers' Federation of Ontario (Ind.) (elementary teachers) | 1,300 | Services |
| Upper Canada District School Board No. 26, Brockville | Elementary Teachers' Federation of Ontario (Ind.) (occasional teachers) | 700 | Services |
| Upper Canada District School Board No. 26, Brockville | Ontario Secondary School Teachers' Federation (CLC) (secondary teachers) | 900 | Services |
| Upper Grand District School Board, Guelph | Elementary Teachers' Federation of Ontario (Ind.) (elementary teachers) | 1,210 | Services |
| Upper Grand District School Board, Guelph | Ontario Secondary School Teachers' Federation (CLC) (secondary teachers) | 680 | Services |
| Waterloo Catholic District School Board, Kitchener | Ontario English Catholic Teachers' Assn. (CLC) (elementary teachers) | 770 | Services |
| Waterloo Region District School Board, Kitchener | Elementary Teachers' Federation of Ontario (Ind.) (elementary teachers) | 1,960 | Services |
| Waterloo Region District School Board, Kitchener | Ontario Secondary School Teachers' Federation (CLC) (secondary teachers) | 1,300 | Services |

Services - Community, Business and Personal Services

| Company and Location | Union and Occupation | Number of Employees | Industry |
|--|--|---------------------|----------|
| ONTARIO (continued) | | | |
| Windsor-Essex Catholic District School Board, Windsor | Ontario English Catholic Teachers' Assn. (CLC) (elementary teachers) | 800 | Services |
| Windsor-Essex Catholic District School Board, Windsor | Ontario English Catholic Teachers' Assn. (CLC) (secondary teachers) | 520 | Services |
| York Catholic District School Board, Aurora | Ontario English Catholic Teachers' Assn. (CLC) (elementary and secondary teachers) | 2,200 | Services |
| York Region District School Board, Aurora | Elementary Teachers' Federation of Ontario (Ind.) (elementary teachers) | 3,200 | Services |
| York Region District School Board, Aurora | Elementary Teachers' Federation of Ontario (Ind.) (occasional teachers) | 1,000 | Services |
| York Region District School Board, Aurora | Ontario Secondary School Teachers' Federation (CLC) (secondary teachers) | 1,800 | Services |
| York University, Toronto | Cdn. Union of Public Employees (CLC) (teaching assistants) | 1,900 | Services |
| Zehrs Markets, Division of Zehrmart Limited, Essex, Kent and Lambton Counties | United Food and Commercial Workers Intl. Union (AFL-CIO/CLC) (retail employees) | 1,500 | Trade |
| MANITOBA | | | |
| University of Manitoba, Winnipeg | Cdn. Union of Public Employees (CLC) (instructors/tutors/lecturers) | 700 | Services |
| ALBERTA | | | |
| Black Gold Regional Division No. 18, Nisku | Alberta Teachers' Assn. (Ind.) (elementary and secondary teachers) | 510 | Services |
| Board of School Trustees of the Edmonton Catholic Regional Division No. 40, Edmonton | Alberta Teachers' Assn. (Ind.) (elementary and secondary teachers) | 1,880 | Services |

Services - Community, Business and Personal Services

| Company and Location | Union and Occupation | Number of Employees | Industry |
|----------------------|----------------------|---------------------|----------|
|----------------------|----------------------|---------------------|----------|

ALBERTA (continued)

| | | | |
|--|--|-------|----------|
| Board of School Trustees of the Edmonton Catholic Regional Division No. 40, Edmonton | Communications, Energy and Paperworkers Union of Canada (CLC) (office, clerical and technical employees) | 560 | Services |
| Board of Trustees of Edmonton School District No. 7, Edmonton | Alberta Teachers' Assn. (Ind.) (elementary and secondary teachers) | 4,200 | Services |
| Board of Trustees of Edmonton School District No. 7, Edmonton | Cdn. Union of Public Employees (CLC) (custodial) | 600 | Services |
| Board of Trustees of Edmonton School District No. 7, Edmonton | Cdn. Union of Public Employees (CLC) (office and clerical employees) | 1,200 | Services |
| Calgary Roman Catholic Separate School District No. 1, Calgary | Alberta Teachers' Assn. (Ind.) (elementary and secondary teachers) | 2,500 | Services |
| Chinook's Edge School Division No. 73, Red Deer and Mountain View County | Alberta Teachers' Assn. (Ind.) (elementary and secondary teachers) | 580 | Services |
| Elk Island Public Schools Regional Division No. 14, Elk Island | Alberta Teachers' Assn. (Ind.) (elementary and secondary teachers) | 860 | Services |
| Red Deer Public School District No. 104, Red Deer | Alberta Teachers' Assn. (Ind.) (elementary and secondary teachers) | 520 | Services |

MORE THAN ONE PROVINCE

| | | | |
|-------------------------|--|-----|----------------|
| NAV CANADA, Canada-wide | Intl. Brotherhood of Electrical Workers (AFL-CIO/CLC) (electronic technicians) | 950 | Transportation |
|-------------------------|--|-----|----------------|

SEPTEMBER 2000

QUÉBEC

| | | | |
|--|---|-------|----------|
| Association des entrepreneurs de services d'édifices Québec inc., Montréal | Service Employees Intl. Union (AFL-CIO/CLC) (service and maintenance employees) | 5,000 | Services |
|--|---|-------|----------|

Services - Community, Business and Personal Services

| Company and Location | Union and Occupation | Number of Employees | Industry |
|----------------------|----------------------|---------------------|----------|
|----------------------|----------------------|---------------------|----------|

QUÉBEC (continued)

| | | | |
|--|---|-----|----------------|
| Entourage Solutions Technologiques Inc., province-wide | Communications, Energy and Paperworkers Union of Canada (CLC) (technical employees) | 640 | Communications |
| Société en commandite Gaz Métropolitain, Montréal, Saguenay-Lac St-Jean Region, Québec, Mauricie, Rouyn and Estrie | Fédération des employées et employés de services publics inc. (CNTU) (hourly-rated employees) | 500 | Utilities |

ONTARIO

| | | | |
|--|---|-------|----------------|
| Connaught Laboratories Limited, Toronto and Bolton | Communications, Energy and Paperworkers Union of Canada (CLC) (plant and maintenance employees) | 600 | Manufacturing |
| Entourage Technology Solutions Inc., province-wide | Communications, Energy and Paperworkers Union of Canada (CLC) (technical employees) | 1,400 | Communications |
| MTD Products Limited, Kitchener | Natl. Automobile, Aerospace, Transportation and General Workers Union of Canada (CAW-Canada) (CLC) (production employees) | 610 | Manufacturing |

MANITOBA

| | | | |
|--|--|-------|---------------|
| Motor Coach Industries Limited, Winnipeg | Intl. Assn. of Machinists and Aerospace Workers (AFL-CIO/CLC) (production employees) | 1,620 | Manufacturing |
| New Holland Canada Limited (Versatile Farm Equipment Operations), Winnipeg | Natl. Automobile, Aerospace, Transportation and General Workers Union of Canada (CAW-Canada) (CLC) (plant and maintenance employees) | 590 | Manufacturing |
| Winnipeg Free Press, Winnipeg | Communications, Energy and Paperworkers Union of Canada (CLC) (print media employees) | 700 | Manufacturing |

| Company and Location | Union and Occupation | Number of Employees | Industry |
|---|--|---------------------|-----------------------|
| SASKATCHEWAN | | | |
| Government of Saskatchewan, province-wide | Cdn. Union of Public Employees (CLC) (non-medical and technical employees) | 620 | Services |
| Government of Saskatchewan, province-wide | Saskatchewan Government and General Employees' Union (CLC) (inside and outside employees) | 9,560 | Public Administration |
| Saskatchewan Crop Insurance Corporation, Regina | Saskatchewan Government and General Employees' Union (CLC) (office and clerical employees, scientific and other professionals) | 510 | Insurance |
| BRITISH COLUMBIA | | | |
| Council of Marine Carriers, Coast | Cdn. Merchant Service Guild (Ind.) (licensed personnel) | 650 | Transportation |
| Council of Marine Carriers, Coast | Intl. Longshore and Warehouse Union-Canada (CLC) (unlicensed personnel) | 500 | Transportation |
| MORE THAN ONE PROVINCE | | | |
| Government of Canada, Canada-wide | Professional Institute of the Public Service of Canada (Ind.) (health and social care professionals) | 1,800 | Public Administration |

The full 2000 Calendar of Major Collective Agreement Expiries and Reopeners is available on the Workplace Information Directorate Web site at:

<http://labour-travail.hrdc-drhc.gc.ca/doc/wid-dimt/eng/expreo.cfm>

WORK STOPPAGES* – FIRST QUARTER 2000 AND CHRONOLOGICAL PERSPECTIVE

*Work Stoppages, Labour Organizations and Collective Agreement Analysis Section
Workplace Information Directorate
Labour Program, Human Resources Development Canada*

Summary

- Time not worked as a result of strikes and lockouts during the first quarter of 2000 amounted to 375,947 person-days. This total is lower than the 1990-1999 average of 550,620 person-days lost
- There were 141 work stoppages during the first quarter of 2000, compared with the 1990-1999 annual average of 128 stoppages
- The number of workers involved in labour disputes during the first quarter of 2000 totalled 60,459; that is higher than the previous 10-year average of 41,761
- The value of 6.2 person-days not worked per worker involved in disputes is lower than the previous 10-year average of 14.3 days

Table A
Work Stoppages by Jurisdiction – 2000

| Jurisdiction | Ongoing during the First Quarter | | | Cumulative to March 31, 2000 | | |
|------------------------------------|----------------------------------|------------------|------------------------|------------------------------|------------------|------------------------|
| | Stoppages | Workers Involved | Person-Days Not Worked | Stoppages | Workers Involved | Person-Days Not Worked |
| Newfoundland | 6 | 1,131 | 6,110 | 6 | 989 | 6,110 |
| Prince Edward Island | - | - | - | - | - | - |
| Nova Scotia | 1 | 240 | 3,360 | 3 | 215 | 8,400 |
| New Brunswick | 1 | 320 | 7,040 | 1 | 320 | 7,040 |
| Quebec | 33 | 3,874 | 37,550 | 57 | 4,041 | 92,330 |
| Ontario | 20 | 23,980 | 58,480 | 38 | 23,694 | 102,370 |
| Manitoba | 4 | 419 | 6,872 | 4 | 206 | 6,872 |
| Saskatchewan | - | - | - | 2 | 208 | 6,330 |
| Alberta | 1 | 166 | 830 | 3 | 388 | 10,310 |
| British Columbia | 14 | 22,953 | 80,505 | 23 | 27,058 | 97,075 |
| More Than One Province | - | - | - | - | - | - |
| Total Provinces | 80 | 53,083 | 200,747 | 137 | 57,119 | 336,837 |
| <i>Canada Labour Code - Part I</i> | 3 | 2,060 | 16,260 | 4 | 3,340 | 39,110 |
| Federal Administration | - | - | - | - | - | - |
| Federal Total | 3 | 2,060 | 16,260 | 4 | 3,340 | 39,110 |
| Total | 83 | 55,143 | 217,007 | 141 | 60,459 | 375,947 |

Source: Workplace Information Directorate

* Involving one or more employees.

- Three major work stoppages with City of Toronto involved 16,000 members of the Canadian Union of Public Employees during the first quarter 2000 accounting for approximately 28 per cent of the total person-days not worked
- A strike with British Columbia Public School Employers Association and Canadian Union of Public Employees involving 12,920 employees accounted for approximately 16 per cent (62,610 employees) of the person-days not worked during the first quarter of the year 2000

Table B
Work Stoppages by Industry – 2000

| Industries | Ongoing during the First Quarter | | | Cumulative to March 31, 2000 | | |
|---|----------------------------------|------------------|------------------------|------------------------------|------------------|------------------------|
| | Stoppages | Workers Involved | Person-Days Not Worked | Stoppages | Workers Involved | Person-Days Not Worked |
| Primary Industries | 2 | 1,708 | 16,310 | 5 | 2,066 | 30,030 |
| Manufacturing | 24 | 4,023 | 39,037 | 45 | 4,167 | 91,527 |
| Construction | - | - | - | - | - | - |
| Transportation, Communication and Other Utilities | 10 | 330 | 3,555 | 14 | 3,296 | 34,232 |
| Trade and Finance | 9 | 696 | 4,030 | 20 | 832 | 17,760 |
| Community, Business and Personal Services | 29 | 31,224 | 132,885 | 45 | 32,986 | 174,368 |
| Public Administration | 9 | 17,162 | 21,190 | 12 | 17,112 | 28,030 |
| Various Industries | - | - | - | - | - | - |
| Total | 83 | 55,143 | 217,007 | 141 | 60,459 | 375,947 |

Source: Workplace Information Directorate

Table C

Work Stoppages – A Chronological Perspective

| Period | Number beginning year or month | in existence during year or month* | | | % of Estimated working time |
|--------|--------------------------------------|------------------------------------|---------------------|---------------------------|--------------------------------|
| | | Total Number | Workers involved | Person-days not worked | |
| 1990 | 519 | 579 | 270,471 | 5,079,190 | 0.17 |
| 1991 | 399 | 463 | 253,334 | 2,516,090 | 0.09 |
| 1992 | 353 | 404 | 149,940 | 2,110,180 | 0.07 |
| 1993 | 323 | 381 | 101,784 | 1,516,640 | 0.05 |
| 1994 | 312 | 374 | 80,856 | 1,606,580 | 0.06 |
| 1995 | 282 | 328 | 149,159 | 1,583,061 | 0.05 |
| 1996 | 297 | 330 | 281,816 | 3,351,820 | 0.11 |
| 1997 | 229 | 284 | 257,664 | 3,610,206 | 0.12 |
| 1998 | 341 | 381 | 244,402 | 2,443,876 | 0.08 |
| 1999 | 358 | 413 | 158,612 | 2,445,741 | 0.08 |
| 2000 | 83 | 141 | 60,459 | 375,947 | 0.05 |

1999

| | | | | | |
|-----------|----|-----|--------|---------|------|
| March | 37 | 99 | 33,328 | 355,582 | 0.14 |
| April | 37 | 99 | 54,132 | 382,740 | 0.15 |
| May | 31 | 100 | 21,153 | 214,860 | 0.08 |
| June | 41 | 107 | 17,858 | 193,260 | 0.07 |
| July | 27 | 99 | 21,024 | 301,245 | 0.11 |
| August | 27 | 94 | 11,884 | 176,835 | 0.07 |
| September | 31 | 102 | 16,464 | 169,765 | 0.06 |
| October | 27 | 95 | 10,601 | 122,340 | 0.05 |
| November | 32 | 92 | 15,506 | 153,900 | 0.06 |
| December | 30 | 94 | 16,774 | 114,994 | 0.04 |

2000

| | | | | | |
|----------|----|----|--------|---------|------|
| January | 27 | 85 | 23,140 | 145,744 | 0.06 |
| February | 26 | 84 | 11,821 | 72,150 | 0.03 |
| March | 30 | 86 | 35,301 | 158,053 | 0.06 |

* Refers to work stoppages which began during the year or month as well as those carried over from the previous year or month.

Source: Workplace Information Directorate

TECHNICAL NOTES

Data on work stoppages collected by the Workplace Information Directorate of the Labour Program of Human Resources Development Canada covers strikes and lockouts which amount to ten or more person-days lost.

A strike is a concerted work stoppage by a group of employees which is done in order to bring about a change in an employer's position, and it occurs during the negotiating process. A legal strike is one that respects all the conditions mandated by law, most notably that the strike is taking place during negotiations. A strike will be declared illegal if it does not respect the applicable laws. A lockout occurs when work is suspended by the employer or a group of employers in order to pressure employees to change their position, and a lockout must also occur during the negotiating process.

Developments leading to work stoppages are sometimes too complex to make it practicable to distinguish between strikes on the one hand and lockouts on the other.

The major characteristics of work stoppages on which information is gathered are:

Employer – Firm or firms employing the workers reported on strike or locked out.

Location – Location of the plant or premises at which the work stoppage occurred.

Industry – Industry of employer according to the Standard Industrial Classification, Statistics Canada (Revised 1970).

Union – The workers' organization(s) directly involved or concerned in the dispute that led to work stoppage.

Workers Involved – The total number, or approximate total number, of workers reported on strike or locked out, whether or not they all belonged to the union directly involved in the dispute that led to work stoppage. Where the number of workers involved varied in the course of the stoppage, the maximum number is used in tabulating annual or other totals. (Where a stoppage commenced in a previous year, the maximum number during the whole stoppage is

the number used). Monthly totals are similarly based on the highest figures but allowance is made for changes reported in stoppages extending over two or more months. The total number of workers shown may include the same workers more than once if they are involved in more than one work stoppage during the year (or other reference period). Workers indirectly affected, such as those laid off as a result of a work stoppage, are not included in the data on workers involved.

Starting Date – The day on which the work stoppage began.

Termination Date – For work stoppages that are terminated by mutual agreement, the termination date is the day on which work was resumed. Where normal operations could not be resumed shortly after the employees agreed to return, the day on which they were available for work is regarded as the termination date. Some work stoppages are never formally settled, and this presents statistical difficulties. In such a case, the stoppage is usually considered terminated for statistical purposes, at the date by which it was established that two-thirds or more of the workers involved had either returned to work, or had found work with other employers; or the date by which it was reported that the operations affected by the work stoppage would not be resumed.

Duration – The duration of each stoppage is calculated in terms of working days, including the starting date and all subsequent normal working days up to the termination date. The days counted as working days are those on which the establishment involved would normally be in operation (five days per week).

Duration in Person-Days – Duration in working days multiplied by the number of workers involved. For work stoppages involving establishments in which the number of weekly working days (see Duration above) exceeds the work week of individual employees, the duration in person-days is adjusted by the appropriate ratio. Variations in the number of workers involved in the course of a stoppage are also taken into account in the calculation as far as practicable. The data on duration of work stoppages in person-days are provided to facilitate comparisons of work stoppages in terms of a common denominator; they are not intended as a

measure of the loss of production time to the economy. The expression "Time loss" is occasionally used instead of "duration in person-days". The term most commonly used is person-days not worked due to the duration in person-days of all work stoppages in a year is also shown as a percentage of estimated working time based on estimates of the number of non-agricultural paid workers in Canada obtained from the Labour Force Survey of Statistics Canada.

Jurisdiction – Statistics on work stoppages are also classified according to jurisdiction. This is done on the basis of the government and those businesses

covered by Part 1 of the *Canadian Labour Code* whose industrial relations statistics are applicable to the establishment involved in the dispute. (The tabulation of statistics on work stoppages by jurisdiction corresponds to a tabulation by province, except where the Federal jurisdiction is involved.)

The data reflect all work stoppages that have come to the notice of Workplace Information Directorate, and meet the criteria defined above, e.g., minimum person-days. The methods used to secure this information are believed to be adequate to preclude the possibility of major omissions.

SECTION 3

INNOVATIVE WORKPLACE PRACTICES

*Céline Laporte
Workplace Information Directorate
Labour Program, Human Resources Development Canada*

Of the 75 major collective bargaining settlements reached recently, 31 settlements (42 per cent) cite a number of new or innovative practices related to the work environment, and more precisely, those which affect both the organization of work and working conditions.

Duration

The 75 settlements provide for an average duration of **34.7 months**, which represents a slight decrease from the average of 36.4 months resulting from 1999 settlements.

Numerous contracts (43 per cent) were renewed for a period of 36 months whereas approximately one fourth (27 per cent) are scheduled to expire within 24 months or less. Included among the 14 settlements (19 per cent) with a term of 48 months or more are a first agreement between Maple Leaf Meats Inc. and the United Food and Commercial Workers International Union, Local 832, in Manitoba which provides for a term of **89 months** and two renewal agreements in the Ontario pulp and paper industry extending over a period of **72 months**.

Labour-Management Committees

More than half (55 per cent) of the 31 settlements reporting innovative practices, provide for the implementation of new initiatives through the establishment of a joint committee. Among these is the labour-management committee to be instituted by the Board of Governors of Ryerson Polytechnic University and the Ryerson Faculty Association in order to gather information about developing **workload** (fair and equitable) that encompass the expected range of faculty members' academic activities. Elsewhere, the settlement between the Government of Quebec, the Employers Health and Social Services Bargaining

Committee and several health sector unions provides for the creation of various committees to address issues such as **workload, organization of work including telework, safety and health as well as violence in the workplace**. A joint committee established by the Toronto Transit Commission and the Amalgamated Transit Union, Local 113, will be responsible for **health and safety** related inspections, investigations and recommendations as well as matters to be referred to a **dispute resolution process**.

Organization of Work

Two of the 31 new settlements reporting an innovation provide examples of initiatives which affect **work methods and procedures**. Included among these are the Ryerson Polytechnic University and Government of Quebec settlements which refer to the establishment of joint committees for this purpose. Furthermore, the afore-mentioned agreement with the Government of Quebec makes specific reference to the **recognition of work and family balance** while addressing organization of work-related issues.

Compensation and Working Conditions

Four of the 19 settlements reporting initiatives in the area of compensation and working conditions also lend themselves to **balancing of work and family or personal obligations**. These measures include the introduction of **paid personal leave** in both the settlement between Bell Canada and the Canadian Telephone Employees' Association as well as the agreement between the University of Toronto and Canadian Union of Public Employees, Local 3261; and a new provision for **paid family-related** leave in the settlement between the Regional Municipality of Ottawa-Carleton and Canadian Union of Public Employees, Local 503, and the renewal agreement between Extendicare Canada Inc. and the Service Employees International Union, Locals 299 and 333.

Three settlements provide for compensation-related initiatives such as the agreement between INCO Limited and the United Steelworkers of America, Local 6166, which through a **Success Sharing Program**, provides for the distribution of a percentage of the return on operating investment. Employees are also to be involved in co-design projects initiated to improve operational efficiencies.

Finally, other agreements citing the introduction of practices affecting working conditions include two settlements with the Dufferin-Peel Catholic District School Board and the Ontario English Catholic Teachers' Association which provide for a **safe school environment** through the espousal of a Code of Student Behaviour and Discipline. Other initiatives include the provision of **tuition assistance** for dependent children in both the agreement between Lear Corporation and the Canadian Auto Workers, Local 1973, and that of the Governors of the University of Calgary and the University of Calgary Faculty Association.

Training and Development

The three settlements which contain a reference to training and development include the renewal agreement between McGregor Hosiery Mills and the Canadian Auto Workers, Local 40, which refers to a **new training program** for mechanics and skilled trade groups; the contract between Northern Sawmills Inc. and the Communications, Energy and Paperworkers Union of Canada, Local 38X, now offering an **apprenticeship program**; and the settlement between Calgary Laboratory Services and the Health Sciences Association of Alberta with a guarantee of no loss of regular earnings when attending **in-service education programs** not identified as compulsory by the employer.

WORKPLACE INFORMATION DIRECTORATE

*Labour Program
Human Resources Development Canada*

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THE IMPACT OF ECONOMIC DEMOCRACY ON THE WORKPLACE: THE CASE OF THE FONDS DE SOLIDARITÉ DES TRAVAILLEURS DU QUÉBEC AT THE TRIPAP PLANT

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Gaétan Drapeau et Paul-André Lapointe
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When the Fonds de solidarité des travailleurs du Québec (Solidarity Fund) acquires an equity interest in a company, this serves to save jobs, a very important goal, but is this the only impact? Does it also result in increased employee participation in the workplace and a larger role of the union within company operations? Does economic democracy promote democratization of the workplace? The Tripap pulp and paper mill in Trois-Rivières provides an interesting case study for investigation of this question. The plant was closed in 1992 by Canadian Pacific Forest Products, reopened in 1994 by the Quebec Federation of Labour's Solidarity Fund which remained the sole owner until 1996, bought by Uniforêt in 1996, and finally purchased by the Saputo Group in July 1998.

An Ageing Plant Closed Down by a Multinational and Reopened by the Solidarity Fund

The site of the Tripap plant in Trois-Rivières has seen wood processing since the early years of the 20th century, when the St. Maurice Lumber Company built a sawmill at the location. The mill was bought by Canadian International Paper in 1916. In the summer of 1922, the Trois-Rivières paper mill was officially opened. Over the years, new paper machines were installed and, by the mid-1940s, it was the world's largest (and only all-electric) newsprint plant. Its location at the confluence of the St. Lawrence River and the St-Maurice River, near power generation sites, sources of raw materials, and land and sea shipping routes, gave it a significant competitive edge.

In the early 1950s, the plant switched from producing newsprint to specialty papers. In 1981, Canadian International Paper sold all its Canadian assets to Canadian Pacific, and in 1988, Great Lakes Forest Products (a subsidiary of Canadian Pacific) merged with the Canadian International Paper subsidiary to create Canadian Pacific Forest Products. In the wake of a strategic analysis of its operations, Canadian Pacific Forest Products announced the closing of the

Trois-Rivières plant on January 9, 1992. At the time, the plant had eight specialty paper machines, a cardboard machine and a sulphite pulp department. It employed 982 workers, most of whom belonged to two locals of the Communications, Energy and Paperworkers Union of Canada, affiliated with the Quebec Federation of Labour. A smaller group of employees was represented by the Office and Professional Employees International Union, also affiliated with the Federation.

Canadian Pacific Forest Products gave three reasons for closing the Trois-Rivières paper mill:

1. Management had decided to cut back on newsprint production and consequently, was no longer interested in the Tripap plant, whose production consisted of specialty paper.
2. Canada's pulp and paper industry was in a slump.
3. The mill's equipment was obsolete.

The Quebec Federation of Labour, which had created the Solidarity Fund in 1982 for the purpose of creating and maintaining jobs in Quebec,¹ decided to try to save the mill. Investing in the plant, a move which

This study led to a master's dissertation under the supervision of Paul-André Lapointe : DRAPEAU, Gaétan, 1997, Le Fonds de solidarité des travailleurs du Québec : son influence sur l'emploi, la démocratie en entreprise et les attitudes et comportements des travailleurs.

sought to reconcile financial imperatives and social imperatives, was the best way for the Solidarity Fund to save the workers' jobs at the mill; while providing a unique opportunity to democratize the workplace.

Out of its total assets of over one billion dollars, the Solidarity Fund has over half a billion dollars in investments, making it the largest development capital fund in Quebec and in Canada. Its assets is considered development capital since money invested is not secured by physical assets or by any guarantee (no one guaranteed to repay the money). In exchange for its investment, the Solidarity Fund receives a share of the company's equity and earnings, and a say in its management.

When the closing of the mill was announced, the Fund immediately set about trying to save jobs and looking for a partner that would invest in reopening the mill. The first potential partner it approached, Cascades, was prepared to buy the plant and keep three machines running, providing the union agreed to drop the seniority list in selecting the 250 employees who would be called back to work. The union leadership refused and the Solidarity Fund turned to two businessmen who were also interested in reopening the plant. After a draft collective agreement was signed with the union, the process stopped short because Canadian Pacific Forest Products did not believe the partners were capable of raising the money needed to reopen the mill and keep it in operation. The Solidarity Fund then turned to "Le groupe Fillion" in Chibougamau, which for 15 years had been operating a sawmill that supplied the Company with wood chips and wanted to secure a market for its product. It withdrew its offer to invest in the Trois-Rivières paper mill when Canadian Pacific Forest Products promised to buy 70 per cent of its output.

After these three setbacks, the Fund announced on October 20, 1993, that it would buy the plant on its own. It was the first time the Solidarity Fund embarked on a project of this type by itself. The mill officially reopened at last on February 23, 1994, nearly two years after its closing by Canadian Pacific Forest Products. When the plant closed, the company returned the money employees had paid into their pension fund but the company's share was never paid; nevertheless, 169 of the workers had decided to retire.

When the plant reopened, the collective agreement was renegotiated on the basis of the old contract, which was to be honoured in full, including seniority provisions and hiring priority for the former company's employees. However, the union members did have to make the following concessions:

1. a 20 per cent cut in wages;
2. lower employer contributions to the group insurance plan;
3. less vacation time; and
4. multiskilling.

In exchange for these concessions, employees got a profit-sharing plan which entitled them to 10 per cent of the plant's future earnings and the opportunity to increase their pension income by contributing to the Solidarity Fund's Registered Retirement Savings Plan, to which the new employer would also contribute.

When the plant reopened, only five paper machines were started up again and only 271 of the 982 workers, who had been employed at the plant before it closed, were called back. In 1996, the number of employees increased to 436. The Solidarity Fund succeeded in maintaining some jobs, although it could have retained more jobs if employees had not worked a lot of overtime; in 1995 and 1996, overtime accounted for 11.5 per cent of all hours worked at the plant.

Work Organization Substantially Unchanged

When operations resumed, the new management, composed primarily of representatives from the Solidarity Fund, expressed a desire to bring all players – employees, the union and management – into a new relationship based more on co-operation and trust. The effort to involve employees and their unions in the company's affairs and development focussed on new employees where meals were organized to give the parties a chance to get to know each other. To break down traditional hierarchical barriers and develop company spirit, workers and managers were given hard hats of the same colour and new corporate symbols were created (new name, new logo, new colours). Employees were also encouraged to actively participate in their union and

¹ According to its statutes, the Quebec Federation of Labour's Solidarity Fund is "a development capital fund that raises money from members and Quebecers in general and invests it in order to create, maintain and safeguard jobs in Quebec, primarily in small and medium-sized businesses." (FSTQ, 1995 – translation from French).

take more responsibility for maintaining productivity and quality standards on the job. Finally, management used the plant's weekly newsletter to educate employees about the company's new management philosophy.

Aside from these symbolic changes, there were few innovations in work organization. Greater operational flexibility was introduced, yielding a measure of decompartmentalization and mutual assistance among the trades. Production workers could now perform some minor repairs and had to help trades workers when required. The number of job classifications for production workers was slashed, leading to more multiskilling. At the same time, layering cut the number of levels between the mill's general manager and employees from five to three by eliminating the positions of assistant general manager and assistant superintendent.

The main organizational change management tried to introduce involved employee empowerment, which was necessary after the supervisor positions were abolished in some departments, including the paper machines department. However, the haste with which the changes were made, without providing employees with any training for their new responsibilities, doomed them to failure from the start. When the mill reopened, the paper machine foremen were not called back to work. Employees therefore, had to assume new responsibilities and, at the same time, shoulder a heavier workload in terms of operating the paper machines, since the machine operators with the most seniority and experience had retired when the plant closed. Workers received no training to help them handle their new responsibilities. Moreover, management had abolished the position of paper inspector, ostensibly to increase employee responsibility for quality. The result was plummeting performance in terms of productivity, efficiency and quality, and management had to call back the foremen and paper inspectors. However, the failure of empowerment was due primarily to the Solidarity Fund's desire to quickly cut labour costs by abolishing supervisory and quality control positions, without providing employees with the training they needed in order to assume their new responsibilities. The management ratio is an indicator that can be used to measure the failure of empowerment. It dropped when the plant reopened and then rose again to its previous level: the number of workers per manager increased from 7.6 in 1992 to 9.9 in 1994, and then fell again to

8.3 in 1995 and 7.8 in 1996. Finally, there were no initiation of team work.

Efforts to improve quality revolved around the creation of a central Quality Improvement Committee. It was set up in 1994 on the recommendation of the operations manager and was mandated to collect and study employee suggestions for cutting production costs, increasing productivity and efficiency, and improving product quality. The committee consists of a co-ordinator, who is a manager, a training officer, and seven employee representatives from the plant's various departments (all unionized employees). The members were all appointed by management. The committee has no decision-making power. An employee who comes up with an idea for improving the company's productivity must get the support of six co-workers and be able to answer questions about the purpose of the suggestion and the savings it would generate. He or she then submits the suggestion to a member of the Quality Improvement Committee, who presents it to the superintendent or supervisor of the department in question. The supervisor must respond to every suggestion. If the supervisor turns down the suggestion, he or she must explain why. If the suggestion is accepted, the supervisor proceeds to plan implementation together with the appropriate officials. To encourage employees to submit suggestions to management, a draw for a \$50 meal is held every three months; this is a radically curtailed form of profit-sharing.

Management also introduced an ISO 9002 certification project. It was launched in November 1995 with the aim of obtaining certification by early 1997. To get there, management struck two committees: a Steering Committee composed primarily of managers, plus the presidents of the three union locals in the plant, and another committee composed primarily of employees, which was charged with writing new work procedures and validating them with the operators in question. The second committee reported to the Steering Committee. Its members were chosen by the Steering Committee, after a call for applications was issued.

New Information and Ownership Rights, but a Traditional Union

The takeover by the Solidarity Fund gave employees the right to have access to the company's financial and business information. To translate that right into reality, the Fund organized semi-monthly information

meetings and training courses on economics intended specifically for plant employees. The courses were designed to give employees methods and techniques they could use to assess the company's economic and financial health for themselves. Greater knowledge of the company's financial workings would also give them a better understanding of profitability and competitiveness issues, and the consequences in terms of preserving their jobs. This new right was highly appreciated by employees; however, it was not entrenched in the collective agreement.

The takeover by the Solidarity Fund also had the effect of giving employees an indirect equity stake in the company. When Uniforêt arrived on the scene in 1996, a direct equity participation program was introduced. The new management set aside 10 per cent of the share capital for employees. They were also given a seat on the Board of Directors. It is interesting to note that when Uniforêt gave employees a seat on the Board, employees democratically delegated a manager to fill it, and not one of their own number. During the debate on the choice of the employee representative, the union leadership declined to get involved or to put up a union candidate. It explained the decision in these terms:

"Once again, from the union's point of view, you have to give employees a chance to get involved. If the same people always do everything, people feel left out. 'They don't look after us and it's always the same people!' We took the position that there would be no union representative on the Board. In any event, we would have been in a position of conflict of interest when certain matters were discussed. We would have been against it, and then when you defend it at a meeting or in a grievance it looks bad. It's a form of education, giving everyone a chance to put forward their ideas." (Interview with a union leader, February 15, 1996.)

That position was symptomatic of the union's reluctance to play a role in company operations. The same was true of participating in production meetings. When the Solidarity Fund took over the company, management invited the presidents of the two locals that represented production workers and trades workers to attend production meetings. Both did attend some meetings, but their participation was limited to providing information and passing along the views of workers on the floor; they did not develop a proactive

strategy to influence decision-making. Did their disinclination to bid for a bigger role stem from realism or lack of perspective?

On the labour relations front, things stayed in the traditional mould. The management rights clause in the collective agreement remained as is and the union's scope of action remained confined to wages, benefits and some work rules. While labour relations had been relatively good under Canadian International Paper and Canadian Pacific Forest Products, the arrival of the Solidarity Fund helped bring about a significant improvement. However, the number of grievances did not change substantially. Before the mill closed in 1992, there were approximately 25 grievances per year for a total of 1,000 employees (an average of one grievance per 40 employees per year). Since the mill reopened, there have been approximately 10 grievances per year for a total of about 400 employees (the same average annual rate as in the past).

"Things have changed. There's much more dialogue, less confrontation. They accept the union's point of view. That doesn't mean they act on it, but the company listens to us....We have a daily dialogue instead of letting problems drag on and then filing grievances." (Interview with a union leader, June 19, 1995.)

Solidarity Fund Pulls Out

In January 1996, with the company on a profitable footing, the Solidarity Fund found a partner, Uniforêt, which acquired a 65 per cent interest in the company. The Solidarity Fund kept 25 per cent and the remaining 10 per cent of the shares were set aside for employees, who were given stock options on special terms. Over time, Uniforêt gradually increased its stake to 90 per cent, and finally to 100 per cent in 1997. That meant the Solidarity Fund and employees no longer had an equity interest, and the experiment in economic democracy ended. Uniforêt had wanted to acquire the Trois-Rivières paper mill to improve its strategic position in the market; the acquisition would provide an outlet for some of the pulp produced at its Port-Cartier plant and help it realize a better profit in the manufacture of its products.

Uniforêt, founded in 1993 by three veteran forest industry entrepreneurs, operates a sawmill and a pulp mill in Port-Cartier, a sawmill in Péribonka in the Lac St-Jean area, and since 1996, the Tripap paper mill in Trois-Rivières. The company produces lumber and

uncoated paper from mechanical pulp and bleached chemithermomechanical pulp. During its brief history, the company has "acquired underutilized or undervalued assets and revitalized them by implementing innovative operating methods, participatory management practices and modernization programs" (Uniforét Annual Report, 1995). The private company went public with an initial public offering in 1995.

A new five-year labour contract between employees and the new controlling owner was signed in 1996. It provided for better working conditions; pay equity with the industry was to be achieved in the year 2000 and the employer also undertook to increase its contribution to the group insurance plan. Despite these positive points, it should be noted that production equipment had not really been modernized, except for some adjustments to meet environmental standards. Neither had work organization been reviewed since the plant reopened in 1994. Nevertheless, employees greeted the new partner and the new collective agreement with optimism.

In 1997 and 1998, Uniforét fell into serious financial difficulty. In March 1998, the company convinced employees to agree to a pay freeze and the elimination of five positions: 92 per cent of Office and Professional Employees International Union members and 78 per cent of Communications, Energy and Paperworkers Union of Canada members (who lost no jobs in the restructuring) voted for the proposal. Uniforét came close to selling the Trois-Rivières plant at the beginning of the summer of 1998 and finally did sell it to the Saputo Group in July of the same year. Since then, there has been talk of starting up new machines.

Modest Improvement in Performance

The results in terms of productivity and efficiency have been relatively modest. The person/ton ratio (the number of workers required to produce one ton of paper per day) fell from 0.86 at the beginning of 1991 to 0.78 in June 1996. On the other hand, efficiency declined from 85 per cent in 1991 to 76 per cent in June 1996. It appears that the departure of the most experienced employees severely undermined the mill's operation. More specifically, when it comes to the quality of the paper produced by the Trois-Rivières plant, the record is choppy. In 1995, mounting complaints and rising associated costs forced management to call a number of paper inspectors back

to work and hire a quality assurance co-ordinator to set up an ISO 9002 quality program. Finally, first-hand accounts and on-site observation indicate there was a hefty increase in workload.

As for jobs, the number of employees at the mill fell dramatically. Before it closed in 1992, the plant provided employment for 982 unionized workers and 104 management personnel, for a total of 1,086 employees. When it reopened in February 1994, only 271 union members and 28 managers were called back to work. Two years later, there were a total of 484 employees – 436 union members and 48 managers. In this sense, the Solidarity Fund accomplished part of its mission, maintaining and creating a number of jobs.

Analysis

Economic democracy – an indirect ownership interest through the Quebec Federation of Labour's Solidarity Fund or, to put it more clearly, ownership of the plant by a union investment fund – was not accompanied by any significant democratization of the workplace. However, the Solidarity Fund's involvement in keeping the Trois-Rivières mill in operation did open up some opportunities. Why were they not seized by the local unions?

The main goal of the initiative was to save jobs. Once that was achieved, the Fund seems to have had little incentive to go further. Once it took over the plant, everything was up to the Solidarity Fund. Union officials and employees placed all their faith in the Fund's involvement. In their view, the Fund's responsibility was to preserve jobs. There was therefore little incentive for them to get more involved and the takeover by the Fund did not lead to organizational innovations or to union participation in management, since that was considered to be of secondary importance in ensuring the survival of their workplace.

The Solidarity Fund's traditional management methods stemmed from a strategy that was at odds with that of employees and their unions. The Fund was focussed on trimming costs fast; that was the core of its plan, to save jobs. It introduced employee empowerment without providing the necessary training and used overtime instead of hiring. And during the first two years after the plant reopened, when it was wholly owned by the Solidarity Fund, the Fund introduced no significant innovations in work organization – neither team work nor quality improvement groups, aside from

the central improvement committee. The Fund adopted a relatively traditional management style. The first collective agreement negotiated under its aegis contained no innovations and reproduced traditional labour contract language and clauses. The only change introduced by the Solidarity Fund, which related to information and training in economics, was not enshrined in the collective agreement. The Solidarity Fund's short-lived involvement with the Trois-Rivières pulp and paper mill left no lasting imprint in terms of democratization of the workplace.

Conclusion

It can be said that the Solidarity Fund achieved its objective of reopening an old plant, making it viable, and saving a good number of jobs. However, it is also

clear that the Fund's core mission is not democratizing the workplace but protecting jobs; this was demonstrated by its decision to pull out once it felt that purpose had been accomplished.

Note: Job creation and firm level turnaround are extremely fragile. On June 30, 2000, Uniforêt said it was closing the plant due to sagging demand for the uncoated paper it produces there. However, the company indicates that it will continue to partner with the Fonds de solidarité des travailleurs du Québec to identify a market niche for sustainable turnaround in a highly competitive paper market.

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LABOUR-MANAGEMENT PARTNERSHIP AND WORKER EMPOWERMENT: BELGO PAPER MILL (ABITIBI-CONSOLIDATED) IN SHAWINIGAN

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This study describes an experiment in social modernization at the Abitibi-Consolidated plant in Shawinigan. It deals with two processes of change that were not necessarily related: the shift towards automation and computerization, which started in the 1980s, and the introduction of a participatory management system, starting in 1993, which involved a concerted reorganization of work. Despite the many tensions the changes have caused, the results show that the partnership approach has had a positive effect on both productivity and product quality.

The Belgo paper mill was part of Stone-Consolidated until the latter merged with Abitibi-Price in February 1997 to form Abitibi-Consolidated Inc. The plant produces newsprint (900 tonnes per day) from thermo-mechanical pulp and de-inked pulp (also produced at the facility) through a continuous production process. Belgo opened in 1900 and still uses three paper machines dating from the 1920s; a fourth machine was added in 1973. Despite a series of improvements in the 1980s and 1990s, including computerized controls and considerable gains in speed, the technological performance of paper manufacturing processes remains mediocre. The chip storage and screening system, installed in 1995, and pulp processing systems, 1987 and 1992, are entirely automated and the paper roll packaging process has been fully robotic since 1991.

At the time of the survey in 1996, the plant employed 654 workers, 575 of whom belonged to the Communications, Energy and Paperworkers Union of Canada. Like other area unions, the plant's locals, particularly local 1246, were known for their confrontational stance and adeptness at capitalizing on their position of power.

Background

The old management and union strategies proved inadequate to deal with the crisis of excess production in the pulp and paper industry during the 1990-1993 period, but this alone cannot explain the shift in strategy reflected by the current changes.

The first signs that the old strategies were exhausted could be seen in 1987 and 1988, when the unions emerged from a strike divided, just as plant management began installing the first phase of the thermo-mechanical pulp manufacturing system. When the collective agreement was renewed, the company gained some leeway in terms of outsourcing in exchange for early retirement at age 58; outsourcing had previously been sharply restricted by a clause in the collective agreement, long considered an important lever by the unions. To ensure a smooth transition from mechanical and chemical pulp manufacturing to the thermo-mechanical process, management tightened up labour relations and technical control in the workplace. The employee/manager ratio dropped from 8.14 in 1986 to 6.7 in 1988, making the tense atmosphere in the workplace resulting from technological modernization even worse. Table 1 shows the substantial increase in the number of grievances and right of refusal cases, and in the absenteeism and injury rates from 1987 to 1989. Only in 1989 did the plant return to its 1986 productivity levels (1.2 tonnes per employee) and manage to operate at 82 per cent capacity.

With the onset of the crisis in the pulp and paper industry, there was a new balance of power between the company and the unions during the 1990 collective bargaining talks. The pattern bargaining process in the industry resulted in the imposition of a flexibility clause on the unions. Moreover, the plant modernization plan and the cost control policy led to the abolition of 204 positions in 1991 and 1992, a 25 per cent staff

This study is based on a master's dissertation, under the supervision of Paul-André Lapointe: SARMIENTO, Janet, 1997, Autonomie au travail et partenariat patronal-syndical dans une papeterie québécoise, Industrial Relations Department, Université Laval.

Table 1
Working Environment Indicators,
Productivity and Employee-Manager Ratio
1985-1995

| | 1985 | 1986 | 1987 | 1988 | 1989 | 1990 | 1991 | 1992 | 1993 | 1994 | 1995 |
|--|------|------|------|------|------|-------|------|------|------|------|------|
| Grievances | 71 | 90 | 87 | 97 | 97 | 71 | 50 | 39 | 59 | 7 | 6 |
| Index (1986 = 100) | 78.9 | 100 | 96.7 | 108 | 108 | 78.9 | 55.6 | 43.3 | 65.6 | 7.78 | 6.67 |
| Right to refuse | 8 | 11 | 8 | 13 | 7 | - | 6 | 2 | - | 0 | 0 |
| Index (1986 = 100) | 72.7 | 100 | 72.7 | 118 | 63.6 | 0 | 54.5 | 18.2 | 0 | - | - |
| Absenteeism rate | - | 5.4 | 4.6 | 4.6 | 5.4 | 5.9 | 4.8 | 4.0 | 4.3 | 4.4 | 5.3 |
| Index (1986 = 100) | - | 100 | 85.2 | 85.2 | 100 | 109.3 | 88.9 | 74.1 | 79.6 | 81.5 | 98.1 |
| Injury rate | 18.1 | 16.8 | 15.2 | 15.9 | 18.0 | 16.9 | 9.8 | 9.6 | 5.6 | 4.6 | 6.2 |
| Index (1986 = 100) | 108 | 100 | 90.5 | 94.6 | 107 | 101 | 58.3 | 57.1 | 33.3 | 27.4 | 36.9 |
| Labour productivity (tonnes/employee) | - | 1.21 | 1.18 | 1.13 | 1.22 | 1.34 | 1.44 | 1.62 | 1.63 | 1.64 | 1.66 |
| Index (1986 = 100) | - | 100 | 97.5 | 93.4 | 101 | 111 | 119 | 134 | 135 | 136 | 137 |
| Employees per manager | - | 8.14 | 7.83 | 6.7 | 6.91 | 6.98 | 6.68 | 6.83 | 6.87 | 7.25 | 7.07 |
| Index (1986 = 100) | - | 100 | 96.2 | 82.3 | 84.9 | 85.7 | 82.1 | 83.9 | 84.4 | 89.1 | 86.9 |

cut from 1990. In an effort to improve the deteriorating working environment caused by restructuring, demotions, transfers, the imposition of flexibility and the pressures associated with adapting to new technologies, management created the Innovation, Quality and Service corporate incentive program to promote individual initiative by employees. It did not yield significant results.

Lastly, in 1992, again as part of a corporate restructuring policy and again in a traditional style, a cost-effectiveness plan was negotiated with a view to alleviating the impact of the recent cutbacks and renegotiating flexibility. Despite a new 50-cents-an-hour bonus, the flexibility clause remained without practical effect.

Faced with this organizational deadlock and the risk of closure, given the severity of the crisis and the corporation's debt burden, plant management and the unions made a strategic shift. A new plan, known as

the survival plan, was developed in early 1993, this time with the participation of the unions. The plan included a job security clause for all permanent employees, changes to some clauses in the collective agreement, the formation of self-managed work teams and other quasi-official innovations, such as problem-solving groups. It marked the beginning of a new relationship between plant management and the three union locals.

Innovations

A wide range of changes were introduced during the period under study (1986-1995). First, there was the push to automate and computerize operations, begun in the 1980s. These initial innovations, however, had a negative impact in terms of employment levels and skills required. For this reason, this process appears to be dissociated from the process of social modernization.

The second type of change was the renewal of labour relations through a joint process, which would have an impact on management style, grievance settlement procedures and ongoing bargaining practices at the labour-management committees. Third, there was a change in the participation of the union and of employees (as individuals or as representatives of a job category) at various levels of consultation and decision-making through the progressive introduction of committees such as problem-solving groups, work organization committees, project committees and the like. Fourth, as part of a total quality process aimed at promoting employee empowerment and involvement, the parties implemented, again through a joint process, various degrees of worker functional flexibility and began forming self-managed teams. To this end, the hierarchical structure was delayed, resulting in a reduction in the number of supervisors, a redefinition of their duties, and the streamlining of co-ordination mechanisms. These last changes are explained in greater detail below.

Participatory System: Management Influenced by Employees

From 1993 to 1996, a vast participatory structure was created, capped by a committees co-ordinating circle and a total quality advisory committee. It was based on an essentially pragmatic approach. Various consultative mechanisms that allow direct employee participation were put in place (a dozen problem-solving groups and a number of project committees), while other mechanisms, such as the work organization committees,¹ institutionalized joint participation by employee representatives, unions, first-level managers and representatives of plant management on the same committee.

These participatory systems reflect democratized management to varying degrees. Some are of an informational nature, such as the annual Dialogue meeting, where management and the unions meet with all employees. Others are consultative, such as the project committees and problem-solving groups; the technical suggestions and investment recommendations made by those bodies must be approved by senior management. Finally, there are two consensus-based decision-making mechanisms: the organizing committees responsible for issues related to work organization and management, by

department and service, and the advisory committee, which brings together employer and union representatives to manage the total quality program, including the problem-solving groups.

Though the process was not free of blunders and tensions, after three years the committees had earned a measure of credibility and proven effective. About 25 per cent of all employees (150 workers) participate or have participated in one of them and, in most cases, are supported by the unions' initiative and ability to act as a counterweight. The example of the most recent improvements to machine No. 6, in 1995, illustrates the difference between these changes and the first steps toward technological modernization, which were imposed upon employees. The more recent improvements were monitored, from the design stage to the final adjustments during setup, by a project committee made up of maintenance workers, paperworkers and one manager. Similarly, the new chip storage and screening system (1994-1995) was monitored and co-ordinated by a project committee from the design stage, and adjustments that affected employees were discussed by a work organization committee. But while these are established committees that operate on a regular basis, they have no official status.

The organizational and cultural effects of these mechanisms should also be noted, particularly their positive impact on knowledge transfer and the reskilling produced by employee participation in diagnosis and adapting equipment design (problem-solving groups and project committees). Project monitoring entails regular contact with suppliers and workers in other job categories, providing an overview and detailed understanding of procedures. This effect is amplified in the case of the employees involved in breaking in new equipment, since they serve as trainers. Finally, the non-hierarchical relations that prevail within these committees have a significant impact in terms of streamlining co-ordination.

There has also been a trend towards redefining the scope of the bargaining process at the plant and expanding the matters subject to negotiation to include issues such as work organization and some aspects of the plant's operational management. Also, new players in the bargaining process have emerged through the work organization committees, such as

¹ There are 12 work organization committees. Most departments have a work organization committee, though in some cases it is inactive.

representatives of micro-groups (positions or trades), supervisors and middle managers. Finally, the work organization committees and other now-routine conflict resolution practices have led to a decentralization of the bargaining process.

Can it be concluded, then, that in many ways plant management is increasingly influenced by union proposals and enriched by employee input? The new labour relations initiated by the 1993 survival plan have formed the basis for a new compromise between plant management and the unions. Unions have become actively involved in implementing genuine worker flexibility (including the creation of self-managed teams) in exchange for job security for permanent employees and about 50 spare employees, who are now integrated into the workforce. The unions' pragmatic strategy, based on protecting jobs, improving the quality of life in the workplace and defending employees' right to be consulted, is reflected in the modern management strategy now in effect. As part of a total quality program supported by the parent corporation, plant management has pursued efficiency through labour productivity and negotiated employee involvement.

In other words, a new compromise has gradually developed in which the unions' aspirations for job security, quality of life in the workplace, recognition of know-how and involvement in the plant's operational management are satisfied in part, while the company has made important gains in terms of productivity and efficiency by gradually implementing worker flexibility and negotiated commitment to quality, and by capitalizing on employees' initiative, expertise and commitment to improve the production process.

The new arrangement, however, remains fragile and limited, first because it is unofficial or quasi-official, and secondly because it is restricted by the principles enshrined in the collective agreement, which for the most part have not changed. The management rights clause still prevents unions and employees from having any say in either the *strategic or operational management of the plant*. The job classification system remains compartmentalized. The principle of promotion by seniority and the performance review and employee compensation systems often run counter to the development of versatility and team work.

Trade Flexibility and Assistance

Though the collective agreement refers to total flexibility, what actually exists is functional flexibility between trades within the two major maintenance categories, namely mechanics and electrical engineering. There is still little flexibility between production and maintenance employees.

Total flexibility between trades, subject to each employee's competencies, is very limited. It is seen only in the emergency maintenance units working the shifts. Expanded mutual assistance, or "troubleshooting flexibility," is the most widespread form. It eliminates waiting time, which is common during scheduled repair operations that require the co-operation of several trades in the electrical engineering and mechanics categories.

For some trades, flexibility can lead to compartmentalization and deskilling. By refusing, under the voluntary flexibility system, to perform the most difficult tasks (under stressful conditions such as excessive heat and noise), workers belonging to the most prestigious trades, such as mechanics, force other, less prestigious trades, such as welders and pipe fitters, to carry out these tasks, and close off their opportunity to perform the more skilled work associated with the former trades. Finally, some highly specialized trades, such as electrical engineering and hydraulics, which require continuous upgrading to keep pace with technological change, do not readily lend themselves to the flexibility principle.

Self-Managed Teams and Empowerment

The C-5 local agreement (1993-1998) provided for the creation of self-managed work teams, which were supposed to be sufficient to carry out and co-ordinate the work with the available human resources. The agreement also provided that, once the former spare employees were integrated into the teams, absent employees would no longer be replaced, and the team would absorb any work overload. However, due in part to slowness in providing training for replacement team members, the "no replacement" clause was strongly contested and indeed boycotted. This led to systematic use of overtime and the marginalization of the integrated employees, i.e., the former spare employees, who were theoretically members of the teams.

In accordance with the team empowerment objective, work co-ordination and control mechanisms were changed. Delaying eliminated direct supervision and streamlined relations among departments and services. The direct supervision ratio, i.e., the number of employees per foreperson/supervisor, rose from 17.9 in 1990 to 28.3 in 1995.

As the number of front-line supervisors dropped, their duties were redefined to focus on work planning, logistics and training team members. This has streamlined co-ordination mechanisms to some extent. Transferring certain control and co-ordination duties to team members, including quality control and communication with the departments during unplanned stoppages and emergency repairs, previously handled by the foreperson, has helped improve co-ordination by reducing down time and leading to faster identification of manufacturing defects. Also, participatory mechanisms, which promote lateral relations outside formal hierarchies, speed up and improve decision-making and problem-solving.

This is not to say, however, that the self-managed teams have been a success. Without a job rotation system, promotion tracks remain largely compartmentalized despite the greater interaction required to operate automated or computerized equipment. Nonetheless, some teams have been able to develop greater control over their work and a measure of independence in decision-making, notably in the thermo-mechanical pulp department.

To all appearances, the absence of everyday alternative mechanisms for group decision-making is the main obstacle to the development of the group empowerment model. For one thing, maintaining the conventional job classification structure seems to run counter to greater interaction among team members, a prerequisite to group decision-making. For another, the lack of a mechanism for settling disputes among team members gives rise to arbitrary decisions and the emergence of informal hierarchies within the teams, based on seniority or qualifications.

Economic and Social Performance

Despite the shortcomings, the process has yielded impressive economic and social results. One indicator that demonstrates the effectiveness of the partnership is the steady increase in productivity in the last three years covered by this study. Between 1993 and 1995, production per employee increased from 1.63 to 1.66 tonnes. While the 33 per cent gain in productivity from 1989 to 1992 was due primarily to drastic staff cuts and new technologies, the modest but steady increase from 1993 to 1995 is attributable to employee involvement and empowerment.

This preliminary finding is confirmed by the clear improvement in quality indicators (see Table 2), despite the obsolete paper machines and the tensions caused by the winder operators' work pace. The unions showed commitment to the total quality process, particularly during the ISO 9002 certification process. Participatory mechanisms helped enhance efficiency

Table 2
Quality Indicators for Paper Produced
at Belgo Paper Mill, 1993-1995

| Indicator | 1993 | 1994 | 1995 |
|---|--------|--------|--------|
| Printing quality (linting) | 80% | 75% | 50% |
| Resistance (performance in printing plants) | 70% | 72% | 50% |
| Breakages/100 rolls | 26 | 21 | 23 |
| Rejected or torn paper | 3.9% | 4.0% | 4.0% |
| Rank | - | 53 | 50 |
| Customer claims (\$/tonne) | \$1.11 | \$0.54 | \$0.40 |

Source: Belgo Division, *Dialogue* 1996.

by capitalizing on worker know-how. It seems that workers developed a general interest in and mutual control over product quality, particularly since the standardization of procedures required by ISO 9002 cut down on reprimands for poor quality and the tolerance of the new management style fosters experimentation and initiative. Employees seem to have internalized the company's message that quality can give them a comparative advantage over other plants with more modern equipment.

The effectiveness of the partnership is also reflected in the savings generated by fewer grievances, less absenteeism and a lower injury rate. Finally, the savings generated by solving recurring production problems and making better use of employees' qualifications and know-how should be noted.

Not only was the job security of the 550 unionized employees guaranteed, but after three years of partnership the unions won the extension of recall rights to 15 workers laid off in 1993, who were called back to do replacement work during the vacation period. Also, the company has hired new skilled workers, notably electrical technicians and water treatment technicians.

To measure employee satisfaction with the changes in progress, the results of a survey commissioned by the committees co-ordination circle are considered. Joint labour-management mechanisms received an approval rating of 81.9 per cent; 82.5 per cent of employees were in favour of greater involvement in decision-making; and 71.1 per cent were in favour of greater participation in work organization committees. This level of satisfaction, however, does not mean there is no resistance. The opposition was particularly visible in the autumn of 1994, when the legitimacy of the executive of local 1246 was challenged; in the end, it was confirmed by a 95 per cent confidence vote.

Tensions

The irritants generated or aggravated by the restructuring process include non-replacement of employees, staff shortages, inadequate training, unfair workload distribution, an inadequate and unclear communication system, lack of alternative mechanisms for group decision-making, lack of performance review and recognition mechanisms, and lack of mechanisms for greater employee involvement.

Workload has increased substantially for winder operators in the paper machine department in particular. As a result of the job cuts, there was a significant increase in tasks, such as inspecting rolls, issuing labels and conducting tests. However, the heavy workload is due primarily to the increase in the speed of the machines and new, computerized controls.

The lack of alternative decision-making mechanisms to replace the former system of everyday decision-making by supervisors or forepersons creates uncertainty, lack of communication and the emergence of arbitrary informal hierarchies.

The combined effect of systems automation, functional flexibility, the failure of the integration of spare employees, and the lack of training and full control over processes has caused some categories of employees to feel they have lost out in the restructuring. This is the case with the integrated employees, often scorned by their colleagues and confined to unrewarding work; before the demotions and the closing of some departments, these employees had attractive positions on the promotion track. The same is true of secondary trades, such as welders and pipe fitters, who because of their small numbers are confined to the most unpleasant tasks within their trades instead of becoming proficient in other trades, even though they have the necessary training.

As regards the participatory system, from the management point of view it is important to avoid creating false expectations and overstepping the committees' mandates, while meeting the many requirements. From the point of view of the employees who are not involved in the committees, particularly those who feel they have lost out in the restructuring, the issue is lack of protection: it is becoming increasingly difficult to contest decisions made by the work organization committee following extensive consultations. In fact, the committee's decisions enjoy virtually unshakable legitimacy and cannot be challenged through the union. This is mainly due to two factors. First, the union, the defender of employees who may be adversely affected by any given decision, is now involved in making the decisions. Secondly, when changes are made to the collective agreement, the consultation process often takes the form of expressions of general support at meetings in the workplace.

Role of Unions

As can be seen, the legitimacy of the participatory system and of the restructuring that stemmed from it depend in large part on the commitment of the union executives. The three union locals participate independently and with considerable initiative in the committees co-ordination circle and the advisory committee, thus guiding employees' involvement in the committees.

It is interesting to note the interrelationship – which is not free of conflict – between the decision-making mechanisms of the participatory system and the mechanisms of union democracy. Referred here in particular is the requirement for employee consultation before the work organization committees make any definitive decisions. In addition, a vote by secret ballot is held by the union at the plant when any change to a clause in the collective agreement is involved. Union democracy thus seems to be part and parcel of the new decision-making mechanisms of the participatory system.

Paradoxically, as the unions' influence over the plant's operational management seems to grow, their own legitimacy as organizations representing employees is placed in question. For one thing, the union executives are losing direct, daily contact with the members; for another, participatory mechanisms such as the work organization committee let micro-groups of employees express themselves independently of their union representatives and foster the emergence of new leaders not necessarily identified with the union. The influence of these new leaders is legitimized by the fact that it is on these committees that practical problems are solved and the tensions caused by the restructuring are discussed.

Conclusion

The Belgo paper mill's experience is instructive in many respects. It clearly illustrates how proactive union participation in designing and implementing a new work organization helped solve technical and organizational problems related to issues such as empowerment, qualifications and flexibility, which were undermining productivity and efficiency.

At the same time, although work co-ordination and control mechanisms were streamlined and interaction among team members was strengthened, the idea seems to have been to change the role of the operators and the teams without changing their subordinate status. Measures to promote employee autonomy and empowerment seem to have reached stagnation, while the restructuring is being impeded by the compartmentalized job classification system and official rules that lock employees out of management processes.

The variety and legitimacy of the participatory system has indeed helped increase employee involvement and develop a local management style influenced by union and employee initiatives. However, the range and scope of participation in management remain partial and incomplete. Given that union participation in management is confined mainly to work organization and some aspects of daily operations management, it may be concluded that the scope of the bargaining process has been expanded only to a limited degree; it still remains within the bounds of traditional labour relations.

In summary, the new arrangement between management and the unions at the Belgo paper mill remains fragile. This is underscored by the fact that many of the changes introduced are unofficial or quasi-official, and their legitimacy is largely dependent on the tenacity of the local players.

“CARING TOGETHER” – THE IMPACT OF COOPERATIVE LABOUR RELATIONS ON RESIDENT CARE IN LONG-TERM CARE FACILITIES

Ray Pennings
Christian Labour Association of Canada

1 — Background and Objectives

Ontario's long-term health-care sector is undergoing a period of transition and tension, both in the context of overall health-care system change and as a result of demands placed on the sector by demographic and social shifts. Change and complexity in any industry pose labour relations challenges, and the impacts are felt even more profoundly in the health-care sector where the morale and attitudes of care providers intrinsically affect the quality of care provided.

The Christian Labour Association of Canada and its affiliated locals, together representing approximately 6,000 members working in almost 100 Ontario long-term care environments (hospitals, homes for the aged, nursing homes, retirement homes, and community care centres), recognized this complexity and believed it worthwhile to initiate a search for new solutions to nagging problems. In the latter part of 1998, a committee of staff representatives invited three management representatives from different organizations, who together had significant profile in the industry, to discuss whether a pilot project might be initiated in order to develop a better understanding of the issues.

The parties involved shared a starting premise that a cooperative labour relations environment in a long-term care setting would result in better care for residents. In order to seek qualitative and quantitative documentation to test this premise, a research study was undertaken involving 24 Ontario long-term care facilities. Half served as a control group and the other half as a test group.

The front-line supervisors and union stewards from the facilities in the test group were invited to a two-day conference dealing with “win-win” grievance resolution techniques. Various data sets were collected from both the control group and the participating group for the four-and-a-half month periods before and after the conference.

The objective for the project was to assist front-line supervisors and union stewards to develop skills and

understandings that would lead to creative solutions to the challenges faced in Ontario's long-term care sector. This was to be accomplished by sponsoring a joint Labour-management conference through which:

- A customized seminar curriculum developed by the Centre for Labour-Management Development in Winnipeg, Manitoba, covering topics such as responses to conflict, understanding the barriers to settlement, and principles of dispute resolution;
- A participatory role-playing exercise that provided conferees an opportunity to practice these skills using actual situations drawn from the long-term health-care sector was developed; and

Both participating facilities and a control group of nonparticipating facilities shared data for a period before and after the conference. An attitude survey was conducted at the conference and again on September 30, 1999. The results and analysis contribute to our understanding of how labour relations affects employees' ability to provide quality resident care.

2 — Literature Review

A significant amount of study has taken place in recent years on the subject of labour-management cooperation. A thorough review of the literature – either on the overall theme or on specific initiatives such as mutual gains bargaining, quality of working life initiatives, the high-performance workplace, or learning organizations, to name a few of the more prominent monikers which accompany this trend – is beyond the scope of this paper. However, it is helpful to place this study within a larger context.

Mark Alexander, in his *Transforming Your Workplace*,¹ suggests that cooperative labour-management initiatives require the learning of a new and very different skill set on the part of both management and labour. He suggests that joint initiatives should be started in an emerging area, rather than an existing

¹ Alexander, Mark. *Transforming Your Workplace: A Model for Implementing Change and Labour-Management Cooperation* (Kingston, ON: Queen's IRC Press, 1999).

area of conflict between the parties. This training is best done jointly and involves an independent third party. Once learned, it is necessary to refresh formal training of these skills periodically.

Although by using grievance resolution our study does not begin in an emerging area, the general approach to learning these skills is consistent with the suggestions made in Alexander's paper and the literature that his study builds on.

This focus on grievance resolution was not accidental. As Sean Doyle notes, the grievance procedure is at the heart of the collective agreement, and its effective use can improve a labour-management relationship.² Besides managing conflict and resolving disputes, the grievance procedure can compensate for ambiguity in contract language, improve perceptions of fairness and equity, and ensure consistency in policy formulation and application. The grievance procedure can become a valuable forum for information communication in which "management is made aware of actual or potential problems in the workplace and this information enables the enterprise to diagnose the problems and take corrective action."³

The collection of absenteeism data was a response to the prevailing conception that the quality of care increases when residents have consistent care givers. Absenteeism is an issue in this industry that is often the source of disagreements between the labour relations parties.

In a 1990 study of absenteeism among the nursing staff at Mount Sinai Hospital in Toronto, Ontario, two of the top five reasons given for absenteeism of one to three days were stress and the need for mental health days.⁴ Since data collection was already necessary for this study, it was thought beneficial to collect absentee data in an attempt to determine whether any patterns or correlations might be found that could form the basis for future research.

3 — Methodology and Selection

Two groups of 12 long-term care facilities were approached to participate. These groups were generally comparable in terms of the size of facilities and workforce, type of ownership (single facility or chain), and other relevant features. The average size

of the participating group was 80.4 beds while the average size of the control group was 91.5 beds. All of the facilities were organized by the Christian Labour Association of Canada, or one of its locals, and were licensed long-term care facilities in the province of Ontario.

Because participation in the conference required a financial commitment on the part of the facility (the wages for participants for the two days and accommodation and meal costs for management participants), the composition of the participating group was biased by their willingness to participate. An initial list was drawn up by the steering group which consciously reflected broad participation involving various ownership groups and facility sizes. Only two facilities on this initial list declined to participate.

After the makeup of the participating group was finalized, the control group was selected by matching each participating facility with another that compared on the various criteria. All of the facilities agreed, with the exception of the same facilities who declined to participate in the conference. Only six of the 12 control group facilities, however, submitted usable data. Eight of the 12 participating facilities contributed complete data sets.

It was recognized that the method of selection provided an inherent bias in favour of cooperation on the part of the participating group and that conclusions based on direct comparisons between the two groups would be unreliable.

4 — The Conference

The participating group took part in a two-day conference held at the Nottawasaga Inn in Alliston, Ontario, on May 11-12, 1999. A total of 90 persons attended this conference, including an equal number of union stewards and front-line supervisors from each facility.

The focus of the conference was to develop a constructive, cooperative approach to conflict resolution among the attendees. The combination of lecture material, group brainstorming, and working through case studies and role play was intended to provide information to assist in this approach as well as developing some of the practical skills required.

² Doyle, Sean. *The Grievance Procedure: The Heart of the Collective Agreement*. (Kingston, ON: Queen's IRC Press, 1999).

³ Doyle, Sean. *The Grievance Procedure: The Heart of the Collective Agreement*. (Kingston, ON: Queen's IRC Press, 1999).

⁴ Deutsch, Nancy. "Helping Nurses Cope with Shiftwork" in *Canadian Health Care Management*, September 1999, 115-116.

Current Frustrations

The conference opened with a brainstorming exercise in which conferees identified the following problems and frustrations with the grievance resolution process:

1. timeliness (or lack thereof) in resolving problems;
2. training required to understand the process;
3. often the process doesn't address the "real" problem;
4. participants don't really *listen* to the other side;
5. promotes adversarial relationship;
6. focuses on *who's* right, not *what's* right;
7. cultivates mistrust between parties;
8. grievance procedure implies a negative;
9. issue can become one of control between union and management;
10. costly;
11. people take it personally;
12. implementing a resolution can be as big a problem as the original grievance, especially after a lengthy time delay;
13. process has a built-in "narcotic effect" as people abdicate responsibility because it is easier to let third parties decide;
14. some questions about how productive the process really is; and
15. result can be a "lose-lose" scenario where neither party is happy with the outcome.

Suggestions for Improvement

Several observations were made about the traditional grievance process:

- The state of the labour relationship is not defined by the number of grievances. The absence of grievances may mean that issues are not being dealt with. A better measure is how efficiently and effectively differences between the parties are handled.

- The further along in the grievance process that an issue is resolved, the greater the cost is and the less control the parties who have to implement the solution will have. A first-step grievance is usually resolved with the direct involvement of front-line participants while arbitrations involve a third-party making a decision, often based on the arguments made by outside counsel.

A "conflict audit" was suggested in order to help focus on the process. It included:

An efficiency test – How many grievances are resolved at each step of the process? If there are steps at which no resolution is ever reached, why have that step? Are the time limits associated at each stage followed? If not, why not?

A cost test – Calculate the direct costs to the parties (arbitrator, nominees, counsel) as well as the indirect costs (number of person-days for staff, witnesses, and other persons involved in attempting to resolve the dispute). In addition, the undefined costs of morale loss, effects on productivity, resident care, and reputation can be identified, if not precisely calculated. These factors can be put together into a cost-benefit ratio and considered against the issue in dispute.

Types of Problems

Some time was spent discussing the difference between the three basic types of grievances that arise.

Disciplinary Action – One-third to one-half of all grievances focus on whether there was just cause for discipline or whether the penalty was appropriate.

Contract Interpretation – One-quarter to one-third of all grievances focus on differences of interpretation in what the wording of a contract means when applied to a specific fact situation.

Management Judgement – One-quarter to one-third of all grievances focus on subjective decisions by management.

Understanding what type of grievance is being dealt with and the dynamics that characterize the different types of grievance help in effectively resolving grievances.

Stages of Dispute Resolution

The bulk of the conference was spent in working through the five stages of dispute-resolution. Steps

can be taken at each stage by both parties to identify questions of real difference which should be taken to resolution and minimizing grievances that develop a life of their own but could be avoided. These were examined through case studies and interactive role play where the principles could be identified as well as problem-solving skills practiced.

The principles identified at the five stages were:

The pre-decision stage – Avoid having the parties “lock into” positions by using appropriate consultative and even negotiating processes before making a decision.

The pre-grievance stage – Discussions at the early stages will allow decisions to be made while the costs to the parties are at their minimum. If the discussions do not result in resolution, they are still worthwhile in that the parties have a better understanding of where the real dispute lies, and the grievance can be drafted in a clearer and more focused manner.

The grievance process – Draft a Statement of Facts as early in the process as possible, breaking down areas of disagreement into the smallest units possible. Work together to define the issues in a series of precise “closed-ended questions” (those requiring yes/no answers). This will narrow the scope of an arbitrator if the case proceeds that far and reduce the risk of a solution being imposed that neither side wanted.

The pre-arbitration stage – Recognize the power of deadlines and set the dates as early as possible. Use a mediator to try to narrow the issues and have mediators function as problem solvers.

The arbitration stage – Various steps can be taken to minimize the number of days required for an arbitration hearing.

At each of the stages, participants were encouraged to learn to identify the settlement dynamics and channel them towards a solution. These dynamics included:

1. Have an open mind. Look for new information and different options for settlement than the one you are leaning towards; avoid simply seeking to confirm your opinion.
2. Understand the story from the other side. Concentrate on understanding what they want to “get out of this.”
3. Let grievors get it off their chest. There is a cathartic effect in letting grievors tell their story.

Provide that opportunity as early as possible, and ensure grievors know their concern has been listened to.

4. Recognize that 90 per cent of interpersonal conflict is based on miscommunication. Spend the time to ensure both sides are working with the same factual assumptions.
5. Try to work from areas of agreement rather than disagreement.
6. Recognize the power of deadlines in forcing decisions.
7. Accept that conflict is a fact of life, and focus on solving the problem, not bemoaning the fact that a problem has developed.
8. Keep conflict in perspective. Typically the 90/10 rule (90 per cent of issues involve 10 per cent of members/managers) is valid, and, remember, the vast majority of people you work with are still making things run smoothly.
9. Every dispute affects the relationship between the parties. Grievances can either be a sore point or a learning experience that builds a foundation for solving difficult issues together.
10. The solution you control is better than the solution imposed on you.

The focus of the conference was an interactive educational seminar presented by Robert Pruden, from the Centre for Labour-Management Development Inc. in Winnipeg, Manitoba, entitled *Win-Win Grievance Resolution*. This program was customized for the long-term care setting with actual case studies drawn from recent experience used for the role-play and simulations. All participants received a 70-page binder summarizing the material presented.

The feedback received from those attending, both at the conference itself and in labour-management meetings held at the facilities in the month following the conference, report that the material was well-received by virtually all attendees.

5 — Effects on Attitudes

Prior to opening the conference, participants were asked to complete an attitude survey of 30 questions. Space was also provided for open-ended comments.

The questions covered six areas:

1. effects on resident care;
2. job satisfaction;
3. perceptions of union responsibility;
4. perceptions of management responsibility;
5. perceptions of labour-management process; and
6. perceptions of the results from this process.

Ninety surveys were collected, 44 from management representatives and 46 from union stewards. The same survey was sent to participants at their facilities in late September, with the request that those who attended the conference fill out the survey on September 30 and return it. Fifty surveys were returned, 29 from management and 21 from union stewards.

The 30 questions – all stated as positive statements – provided a seven-point response option (Strongly agree, Moderately agree, Minimally agree, Indifferent, Minimally disagree, Moderately disagree, Strongly disagree). The answers were assigned a value from one to seven (with one being Strongly agree) and an index of average responses in each of the six areas was created. This allowed for comparisons between the May and September answers.

The averages for the two surveys were compared using the statistical calculation called the Student's T-Test, which calculates whether the two means are the same or different (two-sample variance, homoscedastic and two-tailed, statistical significance at $p < 0.005$).

There are statistically significant positive changes in the groups attitude towards the impact of cooperative labour relations on resident care, the role of management in the labour relations process, the value of the process, and the results of the process. The results of both the management and union subgroups were analyzed to see if it could better identify from where the changes came. Because of the smaller sample size for the subgroups, achieving statistically significant results was much less likely.

The only result that is close to being statistically significant is the attitude of management towards the impact on resident care.

Despite the relatively small sample size, very clear and significant attitude changes were measured on the part of the stewards. This includes a greater appreciation for both management and the union's

Table 1

Participants Attitude Change

| | May (n=90) | September (n=53) | Difference | Probability |
|---------------------------|---------------|---------------------|------------|-------------|
| Resident Care | 1.96 | 1.57 | 0.28 | 0.005 |
| Job Satisfaction | 2.22 | 2.03 | 0.18 | 0.2078 |
| Management Responsibility | 2.38 | 1.97 | 0.42 | 0.01 |
| Union Responsibility | 2.13 | 1.95 | 0.18 | 0.2127 |
| Labour-Management Process | 2.02 | 1.75 | 0.27 | 0.0255 |
| Results | 2.83 | 2.31 | 0.52 | 0.004 |

Table 2

Management Attitude Change

| | May (n=90) | September (n=53) | Difference | Probability |
|---------------------------|---------------|---------------------|------------|-------------|
| Resident Care | 1.76 | 1.5 | 0.26 | 0.0765 |
| Job Satisfaction | 1.74 | 1.74 | 0 | 0.9855 |
| Management Responsibility | 1.77 | 1.82 | -0.55 | 0.6696 |
| Union Responsibility | 2.14 | 2.14 | 0 | 0.996 |
| Labour-Management Process | 1.82 | 1.8 | 0.02 | 0.8527 |
| Results | 2.3 | 2.1 | 0.2 | 0.2637 |

Table 3

Union Steward Attitude Change

| | May (n=90) | September (n=53) | Difference | Probability |
|---------------------------|---------------|---------------------|------------|-------------|
| Resident Care | 2.14 | 1.67 | 0.46 | 0.0705 |
| Job Satisfaction | 2.68 | 2.48 | 0.2 | 0.4944 |
| Management Responsibility | 2.95 | 2.18 | 0.77 | 0.005 |
| Union Responsibility | 2.11 | 1.65 | 0.46 | 0.0162 |
| Labour-Management Process | 2.21 | 1.69 | 0.52 | 0.01 |
| Results | 3.36 | 2.63 | 0.73 | 0.0198 |

roles and contributions as well as improved attitudes towards the labour-management process and results.

6 — Effects on Grievances and Sick Time Rates

The conference had little effect on the total number of grievances. Both the control group and participating group noted a reduction of grievances between the two data collection periods in the range of 25 to 33 per cent respectively. This might be partly explained by the time of year the data was collected.

What is noticeably different is the efficiency with which grievances were resolved. In the control group, the percentage of grievances solved at first or second

stage (without outside assistance) decreased from 87 to 67 per cent between the two periods. In the participating group, the percentage increased from 58 to 77 per cent.

While the conclusions must be qualified given the statistical limitations, the raw data does support the hypothesis that the labour relations environment can be reflected in the number of grievances and absenteeism rates. The rates range from two to six times that of the participating group for comparably sized data sets. The sick time rates of the groups doubled in the measured periods, following a general industry trend with higher absentee rates during the summer season.

Table 4

Grievance and Sick Time Rates

| | | January - May | May - September |
|------------------------|---------------|---------------|-----------------|
| Sick Time* | Participating | 80.4 | 165 |
| | Control | 301 | 621 |
| Grievances** | Participating | 12 | 9 |
| | Control | 32 | 21 |
| Stage One | Participating | 2 | 4 |
| | Control | 14 | 7 |
| Stage Two | Participating | 5 | 3 |
| | Control | 14 | 7 |
| Conciliation/Mediation | Participating | 3 | 0 |
| | Control | 3 | 1 |
| Arbitration | Participating | 2 | 0 |
| | Control | 0 | 1 |

* Sick time numbers are average per facility.

** Grievances are total for the group.

7 — Summary and Conclusions

The results from both the attitude survey and the grievance data support the premise underlying this study: a cooperative labour relations environment improves morale and will positively impact on resident care. The experience, the literature, and the feedback from participants confirm that building cooperative labour relations requires the front-line labour relations practitioners – management supervisors and union stewards – to be trained in the requisite skills to make it happen.

Data analysis also suggests:

- As the problem-solving skills of supervisors and stewards increase, their reliance on third-party assistance decreases. Given the cost of third-party facilitation and arbitration, economic arguments can be advanced for greater investment in labour relations skills training. This is true without accounting for the expressed dislike on both sides for third-party solutions.
- The data regarding grievance resolution after the conference, and the positive attitudes measured towards the labour-management process and results obtained from it, both suggest a correlation between the attitudes and measurable outcomes. While specific outcomes have not been measured to test the positive attitudes toward improved resident care, it should be noted that both labour and management participants observed this correlation.

The quantifiable results, combined with the positive anecdotal feedback received by both the management and union representatives on the steering committee, leave it convinced that more initiatives designed to improve the communication and problem-solving skills of workers and managers in the long-term care sector make both labour relations sense and offer promise for improved care for residents.

The 1990s has been a decade of increased pressure on the health system due to many factors, including an aging population, shrinking tax base to support public programs, medical advancements prolonging life expectancy, and increased expectations on quality of life and quality of service. These pressures require significant restructuring of the health-care delivery system, both now and in the immediate future.

The seeds of change planted during the past 10 years will continue to grow during the next 10 years. The primary resource of the health-care system is people – the health-care providers – and it is of paramount importance that methods are achieved to effectively utilize the time, energy, and expertise of the human resource to the benefit of the residents and subscribers of the health-care system.

On entering the new decade, it is clear that the parties must focus on more productive joint initiatives, similar to the successful pilot project portrayed in this report. By caring together, we can make our long-term care facilities a happier place to live and work.

The views and opinions expressed in this document are those of the conference participants, and do not necessarily reflect the position of the Labour Program, Human Resources Development Canada.

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MERCK FROSST CANADA & CO.: PRACTICES TO PROMOTE A BETTER WORK-FAMILY BALANCE

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The global market for pharmaceutical products is valued at over \$300 billion (US). Merck Frosst Canada & Co., the Canadian subsidiary of Merck & Co., is the largest pharmaceutical company in Canada. It was formed when the Canadian subsidiary of Merck & Co. merged with Charles E. Frosst in 1965. Disease prevention and treatment and drug accessibility are central to the mission of the parent company, Merck and Co. It has adopted a growth strategy built on developing new products, improving their market position and forming partnerships with hospitals, physicians, pharmacists and governments.

Merck Frosst Canada & Co., a non-unionized organization, has about 1,500 employees, 48 per cent of whom are women. The company operates production facilities that manufacture approximately 30 products for the Canadian, American and European markets. One of its eight international research and development centres is located in Kirkland, near Montréal, Quebec. This centre for therapeutic research specializes in developing new treatments for respiratory and inflammatory diseases. In Quebec, the pharmaceutical industry is concentrated in the Montréal area, and all the major international players (Wyeth Ayerst, Hoechst Marion Roussel and many others) have facilities there.

Merck Frosst Canada's human resources policy consists in building a leadership culture so as to maximize organizational performance and employee satisfaction by developing and enhancing employees' skills and by promoting a productive work environment.

Family-Friendly Management Practices

In recent years, the company has introduced a number of management practices and employee services to help workers achieve a better work-family balance:

"Mère framboise" Day-Care Centre – Since June 1, 1992, the company has subsidized a day-care centre located one kilometre from its Kirkland facilities. The centre

can accommodate up to 60 children ranging in age from six months to five years. This service is available only to employees of the company.

Flexible Hours – Office workers can tailor their work schedule to suit their needs and preferences. Their hours of work run from 7:30 a.m. to 6:00 p.m., but they must be on the job between 9:30 a.m. and 3:30 p.m. to make sure clients receive quality service. These employees begin their day between 7:30 and 9:30 a.m. and finish work between 3:30 and 6:00 p.m. The workday is 7.50 hours in length, and the workweek, 37.50 hours. This flexible schedule helps employees manage their personal lives without compromising their work because of absences or lateness. Employees must have their personalized work schedule approved by their manager.

Approved Absences for Personal Business – Occasionally, employees can obtain permission from their immediate superior to take time off, preferably early in the morning or later in the afternoon, to take care of important personal business.

Easy-Access Food and Laundry Service – At the end of their workday, employees at the Kirkland plant can take home a meal ordered at noon from the company cafeteria. The meal is placed in the employee refrigerator and labelled with the name of the employee, who can pick it up after 3:30 p.m. The company also offers a dry cleaning service, with pick-up and delivery between 11:30 a.m. and 1:30 p.m. daily.

Bank Machine – A Canadian Imperial Bank of Commerce bank machine at the Kirkland site helps employees manage their time more effectively by allowing them to do their banking without leaving the premises.

Modified Work Week – For a time between 1986 and 1998, production and quality management staff worked a four-day week, Monday to Thursday, from 7:30 a.m.

The authors acknowledge the collaboration of Anne-Marie Phelan, Section Chief, Staffing and Diversity Department, Merck Frosst Canada & Co.

to 5:30 p.m. Any time worked beyond the normal 37.50 hour work week counted as overtime. The four-day week gave employees an additional day to take care of personal business. Because of the addition of a second night shift, the production staff now work a five-day week. Some technicians and office staff in the quality management department continue to enjoy a four-day schedule.

Other Customized or “Case-by-Case” Benefits – Sometimes, the company will approve special requests from employees or help them achieve personal goals. For example, the company usually grants one year of leave without pay to employees who want to continue their education and obtain a work-related diploma. However, to meet the needs of a translation supervisor in the human resources department who wanted to do a master's in psychology, the company introduced an eight-month/ four-month job-sharing formula and hired a permanent employee to replace the supervisor in his absence.

The Diversity Program

In 1995, Merck Frosst Canada's human resources professionals developed the diversity program, which had two components, one relating to employment equity and the other to work-family balance. The first component was approved by the company's board of directors in 1995, while the second, a program of innovative work arrangements, was submitted to the board and approved late in 1999.

When it introduced the program in 1995, the company surveyed all its employees about their views on pension plans, benefits, career advancement and work-family balance. The survey results showed that

work-family balance is a major concern, particularly for female employees. The employees expressed the following opinions:

- They regretted that there were no permanent part-time positions. Some employee groups, such as women with children and people with health problems, wanted to work part time.
- They felt the existing practices that promoted work-family balance, such as the day-care centre and the availability of cafeteria-cooked meals for home consumption, were not sufficient.
- They wanted the company's senior managers to be more supportive of a culture conducive to work-family balance.
- They felt that the existing policies on work-family balance were managed in an overly rigid and standardized way.
- All the employees wanted the option of working flexible hours.

Following the survey, the staffing and diversity department of the human resources branch decided in 1995 to institute pilot projects to promote the “work-family balance” component of the diversity program. The pilot projects, now integrated to the corporate culture, which vary from department to department, enable other groups of employees to take advantage of unconventional work arrangements. For example, in the informatics and research departments, employees returning to work from maternity leave can opt temporarily for a shared work week (2 days/3 days or 2½ days).

WIDENING SALARY BANDS AT THE NATIONAL BANK OF CANADA

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The National Bank of Canada has been a part of the economic life of Canadians and Canadian business for nearly 140 years. With over \$70 billion in assets, it is the sixth largest chartered bank in Canada. Through its 646 branches and 38 commercial banking centres across the country, it offers a broad range of financial products and services to individuals and businesses (trust and brokerage services, special financing, automated banking solutions, investment funds and insurance). The National Bank is divided into two large activity areas: the Personal and Commercial Bank and the Financial Markets, Treasury and Investment Bank. Nearly 80 per cent of its 17,000 employees are women and about 35 per cent work part time.

Adjusting to the New Business Context

In order to remain competitive, the Bank has in recent years focused on broadening its range of financial products and services, paying closer attention to customer needs and increasing its use of electronic communication networks. In addition, the need to adjust to the new banking market and reduce operating costs led to more flexible organization of work, greater use of part-time staff, and introduction of more technology into the workplace. The Bank also changed its management philosophy and structures in response to a number of external pressures, including the decompartmentalization of financial services, deregulation, greater competition and changing customer requirements.

The main challenge for the Bank in undertaking this extensive reform of its management culture and systems was to ensure that the staff took ownership of the change process and bought into the shift to a technology-based work environment. To enlist staff support and commitment, the Bank launched a continuous improvement program in 1995. The aim of the program was to encourage staff to develop the skills and abilities required to work in a technology-based environment and the behaviours needed to achieve business objectives. The banker's job had to be redefined and a sales and service culture had to be promoted. Providing deposit and loan services would no longer be enough. Now, staff would have to give advice and propose appropriate solutions in most spheres of financial activity. In order to meet the challenge, the National Bank had no choice but to

transform its workforce, invest in staff training and attract people with new skills. This transformation of the workforce called for a change to the pay situation as a whole and to salary administration in particular.

The Traditional Salary Administration System at the National Bank of Canada

The Bank had adopted the Hay job evaluation system in the early seventies and then modified it to some extent during the eighties. Under the Hay system, a point-factor scheme is used to assess the value of jobs on the basis of their requirements relative to benchmarks. Until the early nineties, the pay structure at the Bank, which had 1,700 jobs grouped into 27 grades, encouraged a "reclassification and promotion" mentality. This situation caused considerable instability both in customer relations and in management. Since remuneration was based mainly on the length and complexity of job descriptions, some employees would spend a great deal of time and energy writing very "creative" job descriptions in order to justify a re-evaluation of their positions and, they hoped, a pay raise. Furthermore, the values favoured by the Hay system were loyalty, security, devotion to duty and conformity, whereas the Bank now had to focus on the employability, versatility, competence and accountability of its staff.

The concept of merit pay, which was an integral part of the Bank's traditional salary system, had its limitations too. First of all, the merit pay grid did not give managers enough latitude to differentiate, in terms of compensation, between the more productive

The authors wish to thank André Bourque, Senior Manager, Compensation Department, National Bank of Canada, for his collaboration.

employees and the less productive ones. During the seventies and eighties, pay rates were driven by spiralling inflation, and it was possible to recognize the better employees by means of annual pay increases. In the nineties, however, the situation changed markedly because, as inflation dropped, so did the annual increases.

Pay increases were based on an employee's performance and where his or her annual salary stood on the pay scale. Thus, when pay scales were rising only slightly, employees whose salaries were already in the top half of the scale had little to gain even if they performed at a superior level, and therefore they were not motivated to give of their best. Furthermore, since the productive employees quickly reached the top of their pay range, there were more and more exceptions to the standards. As a result, it became increasingly difficult to attract and retain strong candidates while complying with existing standards and policies.

The National Bank's New Salary Administration System

Even though the traditional salary administration system was proving to be less and less appropriate, senior management knew that any attempt to change it would meet with resistance. Over the years, the staff had come to trust the system. For one thing, they understood it: clearly defined policies stated when and how they could move up the pay scale, so pay increases were entirely predictable and were taken for granted. For another, managers found the traditional system easy to administer: it was based on rules and policies that had been drafted and communicated by the human resources professionals, so the managers were basically absolved from any responsibility for the results of those policies.

However, in order to deal with the new business context, senior management at the Bank wanted its human resources management programs to make managers and staff more accountable. The human resources professionals therefore recommended a simpler structure for the job classification and pay systems. They proposed a structure based on five job families: sales and service, credit, information technology, support, and specialized assistance.

Each family was associated with a particular career path and consisted of jobs with similar knowledge

and skill requirements. The 1,700 positions were grouped on the basis of 175 functions and seven levels. Instead of specific, well-defined and delimited positions, the new job structure referred to a broader, more generic definition of functions that essentially comprised a statement of purpose and an outline of the main activities and responsibilities. These new broader functions focused on versatility and the accumulation of skills and abilities. At the same time as the new structure was introduced, the number of management levels and positions was reduced. As a result, the scope of the individual manager's work expanded, his or her responsibilities increased, and many employees gained greater autonomy.

Under the new system, a person's salary reflects his or her long-term contribution and must be within the broad salary bands associated with the seven levels. Salary is based on two criteria: salary levels for comparable functions in the outside market, and the employee's contribution (responsibilities, performance, competencies, etc.). These broad salary bands make it possible to determine an individual's salary on the basis of demonstrated achievements, knowledge, behaviours, skills and abilities, as well as responsibilities taken on. Incumbents can therefore earn pay raises without being promoted, by increasing their contribution, taking on more responsibilities, broadening their range of achievements, and enhancing their competencies. The salary bands are segmented to cover a number of contribution levels, ranging from the learning phase to excellent performance.

In addition, a profile of benchmark contributions for the various generic functions has been developed so that the salaries of employees performing the same function can be set within a range below, equal to, or above that of the benchmark contributor. The benchmark contribution is a tool to help managers justify the salary levels of their employees. The benchmark contribution profile encompasses all the components of human resources management (staffing, training, core competencies, performance evaluation) and presents an integrated description of the expectations associated with each function.

The benchmark contribution is divided into two parts:

1. the anticipated role or purpose of the position, main responsibilities, skills sought and knowledge required; and

2. the characteristics of the contribution, so as to establish the levels of employees performing the same function against the following criteria:

- scope (i.e., type and extent of responsibilities, in relation to a given salary range);
- continuous achievements and results that are relevant to the function and have been observed over a multi-year period; and
- demonstrated skills and behaviours.

The benchmark contribution also states the baseline salary, which is the range within which the employee's salary should fall if he or she carries out the anticipated responsibilities fully, if his or her work reflects continuous achievements, and if he or she demonstrates the desired skills and behaviours. The range corresponds to a segment of the salary band and represents the market rate.

In general, the middle range of the band corresponds to a contribution level that employees may normally be expected to reach, while the top segment corresponds to an outstanding contribution on a continuing basis or to performance by a junior employee demonstrating readiness to assume senior-level responsibilities. Salary administration of this kind makes it possible for an employee to advance within a salary band not only by increasing responsibilities and improving performance but also by demonstrating knowledge and skills considered essential for carrying out the organization's business strategies.

In short, because the salary bands are broader than those of the traditional job grades, the Bank can vary salaries depending on individual employees' contributions, without prompting them to seek new positions or forcing them to wait for a promotion to come along.

The Bank is basing its new salary administration approach on manager accountability and greater flexibility. The salary administration framework may be described as follows:

Management of the salary budget – Managers operate within an annual salary budget, including a certain percentage increase to reflect economic conditions and market trends. They can create some additional room to manoeuvre through staff movements (e.g., promotions, departures, hiring) during the year and through continuous improvements to staff strength.

In addition, the salary bands are reviewed annually and amended as required to reflect changing market conditions.

Annual salary adjustments – Every year, managers analyse the placement of each of their employees within the salary bands and can change those placements, with due regard for fairness within the organization, to reflect the extent of employees' responsibilities relative to others, improvements in their knowledge, behaviours, skills and abilities, and their achievements on a continuing basis. Thus, a salary increase does not merely reflect recognition of an employee's competence.

Change in function during the year – Where an employee has been promoted to a higher-level function, the manager may adjust that employee's salary after comparing it with those of other employees with comparable competencies and responsibilities who are performing the same function. Normally, however, a salary increase upon promotion cannot exceed 10 per cent. Where an employee has been transferred to a different function or has been given additional responsibilities, the manager may adjust the salary after examining the extent of the new responsibilities and the person's position within the salary band. Normally, however, a salary increase in such circumstances cannot exceed 5 per cent; it may be given at the time of the change or after a certain period of time in recognition of actual performance.

Treatment of special cases during the year – It may be appropriate to adjust salaries, as the need arises, to reflect market changes, retain employees who are being wooed by the competition, or rectify cases of pay inequity or unjustifiable pay disparity with jobs outside the organization.

Effectiveness of the New Salary Administration System and How It Is Viewed by Employees

The new salary administration system should encourage employees to be more versatile and should promote greater stability. It also gives managers a more prominent role. Now, they have to determine the anticipated contribution of each function, analyse the actual contribution of employees, and tell them what their ideal position within their salary band is,

given the allotted budget. From now on, the role of the human resources professionals with respect to managers will be to advise them on salary administration. To do so, they must, among other things, design tools and provide internal-external comparative analyses to help managers determine the right salary positions for their employees. The decentralization of salary administration to the managers is clear recognition of the fact that they are the ones who know their requirements, their means and their employees' contributions best and who are in the best position to track and reconcile those elements.

A recent survey of 1,000 employees performing various functions shows that the level of understanding and acceptance of the new salary administration system varies. Some employees are quite familiar with it and understand how their salaries will be managed in future. Others do not understand why the Bank

moved from a transparent system to one in which pay increases are awarded at their supervisor's discretion. This lack of understanding may be due to the fact that managers have not received any corporate training on the subject; all their information has come from documents, or meetings with their regional director.

According to the survey, people also find it difficult to accept that seniority or years of service with the organization will no longer be taken into account under the new salary administration system. In the eighties, pay rates rose steadily from year to year because of spiralling inflation, without reference to performance or increased responsibilities. Today, because of low inflation and the pressures created by the new business environment, employees must accept that their salaries are not going to rise as much and that any increase will be based on the contributions they themselves make.

AMERICANADA: A CULTURE FAVOURABLE TO WORK-FAMILY BALANCE

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Americanada is a travel wholesaler that acts as an intermediary between cruise lines, air carriers, car rental companies and hotels on the one hand, and travel agencies, on the other. Its role is to purchase airline and cruise tickets in bulk in order to receive preferred rates. The lower the fares negotiated, the more low-cost trips can be offered to travel agencies.

Americanada's clientele comprises 5,000 travel agencies located throughout Canada. Its main products are "à la carte" trips to southern destinations and cruises, but it also offers group travel with tour directors. Like certain cruise lines, Americanada holds exclusive rights to sell some products in Canada.

Americanada is a family business located in Montréal, Quebec. Its organizational structure has three levels: company executives (the members of the Bergeron family); managers and supervisors; and accounting clerks and reservation agents. Each of the three sections of the organization (Group Tours, Southern Destinations and Cruises) has a reservations supervisor and an accounting manager. The company also employs sales representatives.

The company's workforce comprises a total of 120 employees, 92 per cent of whom are women. Close to 75 per cent of the employees are reservation agents, who start their work day at 9:00 a.m. The reservation agents are between 20 and 30 years of age, and the supervisors, between 30 and 45.

Practices Conducive to Work-Family Balance

Like many small and medium size family businesses, Americanada has a somewhat paternalistic corporate culture. Company executives at Americanada have always shown themselves to be understanding as far as their employees are concerned. For example, when the company had a staff of only 25, it was decided that employees tardiness at work would not be accounted for except in the case of abuse. From the

start, employees have generally arrived on time and when they are late, it is often due to unforeseen circumstances.

Hours of Work and the Case-by-Case Approach

The working hours of the reservation agents – almost all women, many with children – are fairly flexible to take their needs into account. Considering each situation on a case-by-case basis is the preferred approach, as the following examples illustrate:

- An employee who has a doctor's appointment can change his or her hours of work accordingly.
- An employee in the accounting department with a school-age child was able to change her schedule to work from 7:00 a.m. to 3:00 p.m. for a month when her caregiver was away. However, this option is not available to the reservation agents because the telephone lines open only at 9:00 a.m.
- Two employees leave work at 5:30 p.m. instead of 6:00 because they work elsewhere at night.

Children in the Workplace

This practice arose when one employee was unable to come to work because her caregiver was away. Her supervisor suggested that she plan activities for her child (e.g., videocassettes, crayons) and bring the child to work. This option was then offered to all the staff, who especially appreciate it during school breaks, when their caregiver is away or when their day-care centre is closed.

Similarly, the company allows the employees to pick up their children after school, provided the school is close by, and bring them to the office until the end of the work day so that the employees do not have to pay a caregiver.

The authors acknowledge the collaboration of Louise Bergeron, person in charge of Cruises, Americanada, Montréal, Quebec.

The Bergeron family had looked into setting up a workplace day-care centre, but the project did not come to pass because of the cost. Since the children varied in age, it would have been necessary to hire several teachers. However, the Bergerons did decide to set up an area with a television, a videocassette recorder, games and crayons to occupy the children brought to the workplace.

These work-family balance practices are fairly informal because the company is willing to adapt to the specific needs of the employees.

Telework

All the sales representatives are allowed to telework. Three other employees take advantage of the option: one is often sick and can therefore work while at home; the other two live far from the agency and cannot always get to work in the winter.

Other Benefits

All the staff receive an extra week of vacation at Christmas, and a health insurance plan covers the employee, the employee's spouse and their children.

The Advantages of a Give-and-Take Corporate Culture

The company feels that the more attention paid to the time clock, the less effort the employees put into their work and the more likely they are to just put in their time. Conversely, the more flexible the schedule, the more motivated the employees because they feel appreciated, and the more willing they are to work overtime when necessary.

According to Americanada management, the employees are committed to the success of the business and work hard. If, for example, callers are still waiting at 6:00 p.m., most of the reservation agents will answer before leaving the office without asking to be paid for the extra few minutes. The employees' commitment is also reflected in the low turnover and absenteeism rates. On the whole, the employees seem to be satisfied with their job and the work atmosphere.

WAGNERISM IN CANADA: A FIFTY-YEAR CHECK-UP

Andrew C.L. Sims

Alberta Labour Relations Board and Public Service Employee Relations Board

Labour relations boards are responsible for the framework of Wagnerism in Canada. If Wagnerism is our patient, it is fitting, as one of Canada's more senior board chairs, that I be the examining physician for our patient's 50-year check-up. I propose a normal medical protocol:

- *Explore the patient's antecedents and circumstances of birth,*
- *Review her life experience.*
- *Examine a few major organs, concentrating on fundamentals, not fine detail.*
- *Give a brief prognosis and the appropriate cautions. Give my best wishes for the future, and, as this is Canada, send my bill to the Government.*

The Patient's Birth History

Canadian Wagnerism Was an Adopted Child

In 1944, Canadians were preoccupied with war, more than with the need for sound industrial organization. The introduction of the Order-in-Council, P.C. 1003, lacked great national debate. Our nation's memory holds few recollections of compromises hammered out on the anvil of industrial conflict. The drafters were abreast of American initiatives.¹ But, at war, we simply adopted the United States model, trusting our increasing faith in all things American.

We Adopted Taft-Hartley rather than Pure Wagnerism

The 1944 P.C. 1003 was not the 1935 *Wagner Act*.² That act was a more political and social document, whereas P.C. 1003 was closer in tone to the 1947 Taft-Hartley revisions. Employer cries for "equalization" had been heard. The tools of Wagnerism remained, but the underlying economic philosophy had softened.

The original National Labor Relations Board had full administrative and adjudicative control over the *National Labor Relations Act*. Taft-Hartley created the office of the General Counsel and gave it control of the Board's administration, its field examiners, and all decisions to seek court enforcement. This left the National Labor Relations Board itself with an almost entirely adjudicative role. Happily, in contrast, P.C. 1003 left Canadian boards with control of both aspects of board business. Both countries have administrative tribunals, but these tribunals are very different in structure and processes. As a result, Canadian boards, particularly those with strong bipartite representation, have been able to offer quicker and more "user friendly" processes than their United States federal counterpart.³

We Modified Wagnerism for the Canadian Climate

We kept mandatory conciliation and the obligation to exhaust pre-strike processes like the strike vote and the cooling-off period. This has given us a more ritualized, regulated and periodic negotiation process.

Reproduced from the Woods Conference of the annual meetings of the Canadian Industrial Relations Association. The text was published in the 1994 Conference Proceedings.

¹ This is reflected in the debate generated by Judge McTague's Report to Prime Minister MacKenzie King that preceded the passage of P.C. 1003. The files of Jacob Finkleman, first Chair of the Ontario Labour Relations Board, also reveal an intimate knowledge of United States developments. I am indebted to Judith McCormick and Ron Lebi of the Ontario Labour Relations Board for the opportunity to review some of those files.

² For an interesting commentary on the drafting process for the *Wagner Act* begun in 1933, and the political pressures of the time, see Casebeer (1989).

³ This reference is to the National Labor Relations Board and its operations. There are, of course, many state labour relations boards with local or specialized jurisdiction, many of which offer much more expeditious processes. Much could be learned by an examination of differences in Canadian and American board processes. One of the few to have studied this area in depth is William J. Gould IV, the new Chair of the National Labor Relations Board. Perhaps his observations about Canadian processes will now influence reform in the United States. See Gould (1993, esp. ch. 7).

In the United States, employees are employees at will. Either side may end the contract without notice or residual obligation.⁴ In Canada, the employment contract is a continuing contract, terminable only on reasonable notice. The failure to explore, and reconcile, this different common law heritage has plagued Canadian labour law.

Wagnerism means the vote of the majority overrides the individual's freedom to contract. Both countries superimposed *Wagner Act* collectivism on their common law of employment. The American courts found less difficulty with the transition, because the employee lost nothing that could not be terminated at will in any event. In Canada, at least up until the *St. Anne-Nackawick* decision⁵ courts clung to the notion of an individual employee's residual or underlying common law rights.

What are the legal relationships after employees elect a union, but when no collective agreement is in force?⁶ Does a residual common law relationship remain throughout and reemerge periodically, once the veneer of the collective agreement lifts? This fits poorly with a union's continued and exclusive status as bargaining agent.

One illustration of this "common-law throwback" and our departure from the United States model relates to the status of strikers and replacement employees. In the United States, strikers can be permanently replaced by new employees.⁷ We accept recall rights and the continuing employee status of the striker or

locked-out employee. Our position, more solicitous of the employee, has its roots in our different approach to common law.

The Life History of Canadian Wagnerism

I have isolated five important life experiences of Canadian Wagnerism: provincialization, strikes and intervention, extension to the public sector, the *Charter of Rights and Freedoms* and North American free trade.

Provincialization

Industrial relations were considered federal until the 1925 *Snider* decision⁸ which held that the provinces had the right to legislate over labour relations matters except for industries specifically designated federal. Even then, many still believed that the provinces would delegate their right to legislate to the federal government, or would adopt the federal law with only minor modification.⁹

The war was a centralizing force, both politically and legally. The *War Measures Act* allowed passage of the national PC. 1003. However, P.C. 1003 used several provincially-based boards which fostered local diversity. Hopes of maintaining a uniform Canadian system disintegrated when in 1950 the Supreme Court of Canada restricted inter-delegation,¹⁰ thus ushering in an era of provincial leadership, autonomy and experimentation. In Canada, labour relations became increasingly diffused and eclectic, while the United States institutions remained primarily federal.

⁴ This is increasingly subject to exceptions based on collateral contracts, voluntary arbitration provisions and breaches of United States employment statutes.

⁵ *St. Anne-Nackawick Pulp & Paper Co. Ltd. v. Canadian Paperworkers* (1986) 28 D.L.R. (4th) 1 (S.C.C.). This case held that the existence of a collective agreement with its arbitration regime ousted any court jurisdiction over damages arising out of the same events. It resolved a series of ambiguities left by earlier decisions. However, it said little of significance about labour board jurisdiction in the same areas, or about the legal relationship where the collective agreement has expired or not yet been entered into. See Sims (1987).

⁶ For the best example of efforts to grapple with the confusion on this point, see the British Columbia Labour Relations Board's decision and the subsequent British Columbia Court of Appeal decision in *Paccar Industries*, 10 C.L.R.B.R. (N.S.) 355 and 32 D.L.R. (4th) 523. The Supreme Court of Canada (62 D.L.R. (4th) 437) avoided an opportunity to deal with the issue head on by deciding the case on the scope of judicial review without real guidance on the merits of the core issue. For a helpful review of the issues, see Carrothers (1990).

⁷ See Morris et al. (1983, 995ff.) for a description of the *Mackay* doctrine allowing the permanent replacement of economic strikes and the exceptions for unfair labour practice strikes.

⁸ *Toronto Electrical Commissioners v. Snider*, [1925] A.C. 396 (Privy Council).

⁹ Before the war, the Trades and Labour Congress was promoting a Canadian version of the *Wagner Act*, and achieved some success, particularly in the west. New "mini-wagners" like Alberta's 1937 and 1938 legislation gave a hint of future provincial experimentation.

¹⁰ See *A.-G. N.S. v. A.-G. Can.* (Nova Scotia Inter-Delegation Case) [1951] S.C.R. 31, [1950] 4 D.L.R. 369.

This provincialization has very gradually led to a breakdown in national bargaining. Many important sectors within provincial jurisdiction, like the steel and packinghouse industries, used to bargain nationally. Increasingly, the parties have used differences in provincial laws to dismantle these national bargaining structures.¹¹

Provincialization has also led to too much law and too much inconsequential diversity. This adds to the cost of doing business in Canada, as the parties must train staff and adapt processes to the laws of 10 different provinces as well as the federal jurisdictions.¹² This has tended to disenfranchise labour relations practitioners in favour of lawyers.

Strikes and Intervention

Wagnerism lost its innocence in Canada with the railway strike of 1950. This was the first of many strikes that proved too disruptive for our national tolerance.¹³

United States Wagnerism has, as one of its underpinnings, that community's faith that competition will solve most problems. Fewer United States industries can cripple their economy. Within those industries, competitors can often fill any void caused by a major strike. Generally, we have less competition, and our economy is more susceptible to public harm from stoppages in industries like railways and shipping.

We implicitly limit all major collective bargaining. We have only tolerated the processes of free collective bargaining until the public complains of significant third-party harm. At that point, we legislate, something relatively easy in our more flexible parliamentary system.

Interventionism has distorted collective bargaining. The parties learned to posture in the hope of favourable intervention. Imposed terms lack the moral authority of consensual agreements. They become ongoing sources of conflict rather than having a cathartic effect.

More recently, the approach of legislated intervention has moved to the public sector. This too has diminished public respect for free collective bargaining processes, implying that they cannot cope with political or economic change.

Extension to the Public Sector

Public sector labour relations in Canada in 1944 had two characteristics. We had "cap-in-hand bargaining" without the right to strike or the legal status to demand negotiations. We also had public service acts supporting meritocracy and a corruption-free public service.

In the late 1960s Canada began adopting private sector collective bargaining structures for the public sector, a bold experiment untried in the United States. Public sector unions grew rapidly and took a leadership role within the union movement. This has changed the political positioning of the union movement as a whole, as a large percentage of its members now deal with the government as employer as well as policy-maker.

Our grant of public sector bargaining rights was halfhearted and we remain ambivalent about granting or withholding the right to strike. In some jurisdictions we base our structures on the essentiality of services, while in others we make no such pretense. The pre-existing public service acts often preclude bargaining over important areas like hiring and promotions.

Collective bargaining is a two-party process. Many say there is a third voice that needs to be heard. They do not trust politicians, as employers or otherwise, to express that voice. There is a notion, fostered by talk show hosts and their ilk, that collective bargaining cannot work in the public sector because no one has the courage or ability to bring the popular will to bear. This attitude is putting unions increasingly on the defensive and making organizing more and more difficult in all areas of the economy.

¹¹ An example of this can be found for the packinghouse industry in *Burns Meats Ltd. v. United Food and Commercial Workers in Canada Union Local 139* [1984] C.L.L.C. 16,053 (Ontario L.R.B.). Reverberations from the breakdown in national bargaining in this industry were a major cause of the Gainers strike in Alberta in 1986.

¹² Canada may soon experience another area of jurisdiction as its First Nations assert rights to self-government in the labour relations area. It will be a challenge for the future to find a workable system that balances the rights of self governing indigenous peoples and their employees.

¹³ For the till lists see Carrothers (1986, 113-25).

The Charter of Rights and Freedoms

The *Charter of Rights and Freedoms* introduced a period of uncertainty into Canadian labour law. Many saw, within the Charter, scope for increased individualism and restraint on the collectivist aspects of Wagnerism.¹⁴ Others saw it as enshrining the right to form unions, to strike and to picket. In retrospect, it appears that both sides set their hopes too high.

The Charter distracted our thoughts about labour relations for a decade. We are only just emerging from “the Charter as the answer to everything” period. The Charter promised a legal answer to political, sociological and economic issues. Instead, the courts politely withdrew from the process, recognizing that most labour relations issues are not capable of absolute answers, requiring delicate balances instead. Mr. Lavigne failed, but so did the Public Service Alliance of Canada.

North American Free Trade Agreement and Global Free Trade

The *North American Free Trade Agreement* has become confused with a wider challenge. We are no longer a closed economy with the advantage of easily exploited raw materials to balance our trade figures. We are exposed to the full rigours of international competition. We can compete in many areas. But compete we must, and in times of increasingly rapid technological change. Labour practices must adapt to new technology before others exploit it to our disadvantage. This calls for flexibility, skill and productivity, not a low-wage strategy. I question whether our “wait until the end of the contract” negotiation process can keep up with this need, or whether instead it is generating a deepening bias against unionized manufacturing.

North American free trade is reducing tariff barriers that have protected some Canadian industries. This has put much of the union movement in a defensive and political posture in opposition to *North American Free Trade Agreement*. It has distracted attention away from the need for workplace reform, and falsely equated that need for reform with the *North American Free Trade Agreement* itself.

Tariff reduction can lead investment-hungry governments to try other means of competing for trade.

They will be tempted to compete against each other on the basis of their labour relations regimes. The United States sun-belt states not so subtly advertise the advantages of their right-to-work laws. Canadian provinces have even more flexibility than states to engage in competitive legislation. It is healthy to remove barriers that serve no purpose. Engaging in a silent auction, spiralling labour laws down to the minimum, will undermine our whole collective bargaining system.

During free trade negotiations, we committed ourselves to reducing inter-provincial trade barriers. While we have much inconsequential diversity in our system, there are important provincial differences. The provinces and the federal government must work as equals towards harmonization. Harmonization should not imply a return to federal dominance.

The Main Features of Wagnerism Examined

The core elements of Wagnerism in Canada are the following. Employees may select a trade union to be their bargaining agent with their employer. The trade union, once selected, may require the employer to bargain over terms and conditions of employment which will be embodied in a collective agreement negotiated for an ascertainable term. Disputes arising from that agreement must go to arbitration. Disputes about the bargaining process and the rules of conduct go to an impartial labour relations board. Strikes and lockouts are restricted until after good faith bargaining and the expiry of the former agreement.

I will examine a few of these fundamentals—my patient's vital organs,

The Employer-Employee Relationship

We are seeing a fundamental breakdown in the employer-employee relationship. Our laws presume a single employer paying wages to a single employee. Any variation in this means we have to distort our laws to make them fit. This is becoming difficult. Boards are increasingly consumed by the search for this elusive employer, but it is becoming like the cat in *Alice in Wonderland*—all that is left is the smile.

We have seen a revolution in corporate organization. The “Company” is replaced by “corporate structures”. Increasingly, corporations, public and private, use matrixes of smaller interrelated organizations. These

¹⁴ For a thorough analysis of the Charter's potential in employment law, see Beatty (1987).

can be easily manipulated to avoid unionization and collective agreements. This situation is chronic in the construction industry.

Computers allow sophisticated cost accounting and control. We can now finance human activity in different ways without risk. It matters little who actually pays employees for the work they perform. The cost of work can be accurately estimated, accounted for and passed on. This allows corporations to fragment into smaller units and sometimes camouflage the identity of the true employer.

Contracting-out of work is now vastly more feasible, as are privatization, part-time work and "contracting-in": The construction industry has seen the rapid decline of general contractors in favour of management contractors and sub-trade or labour broker arrangements. All this makes organizing more difficult and contracts less certain. Protecting bargaining rights requires frequent litigation.

Our stereotypical notion of the employer is still the capitalist wearing a stovepipe hat. But capital and management are increasingly different interests. The 1980s saw the development of new antagonisms between corporate management and those in charge of corporate capital.

Who is the employer? Is it the international parent company that wishes to rationalize its operations and move to a third-world country? Or is it the management of the local holding company trying to bargain terms to keep the local plant alive? Or perhaps the bank, about to appoint a receiver for the plant? Increasingly in the 1980s and 1990s, the interests of labour and management have become similar. They now often face a common, and distant, opponent called capital.

On the other side of the equation, employees no longer work just for themselves. A significant portion of the employee's pay cheque is not for the employee's benefit but for the benefit of the broader family, a group which we find increasingly difficult to define.

Trade Unions

In the 1930s, employees and unions pressed employers for improved conditions. Government did not give benefits, employers did. The union was the pivotal player, and collective bargaining, backed up by the strike, was the worker's most promising weapon. This was precisely because the employer was the only target from whom benefits could be extracted.

We now seek social change in different ways. The civil rights movement, followed by the women's movement, used political action and increasingly litigation to achieve social equity. The focus for social change moved away from the workplace. Organized labour has been involved in these movements, but it has not been their primary vehicle.¹⁵ The relative role and influence of trade unions has diminished as governments and the courts rather than employers have become the purveyors of security, benefits and social change.

Unions themselves have increasingly pushed government to legislate working conditions instead of seeking those same improvements from employers.¹⁶

This has had four consequences: governments take more credit than unions for the results; unions end up with little or no status to enforce these regulatory schemes and no revenue to pay their expenses even if they do have status; the benefits become universal, diminishing the advantages of choosing union representation; and we end up with an expensive and over-lapping morass of tribunals and agencies, making our employment law even more difficult to understand and administer.

This push for legislation is rebounding on unions. We increasingly regulate their activities as the price to pay for bargaining rights. Free trade unions are seen in many quarters as public utilities, to be given a regulated revenue base but confined to state-sanctioned activities.

¹⁵ Indeed, Anne Forrest (1993) argues that not only are unions and their values (like seniority) gender-biased, but so is our framework for analyzing industrial relations processes.

¹⁶ The tendency for unions to abandon workplace collective bargaining in favour of broader political action was thoughtfully criticized for its detrimental effect on labour relations objectives by Canada Labour Relations Board Chairperson J.F.W. (Ted) Weatherill (1991).

Trade unions, suffering the curse of democratic organizations, project ambiguity over their orientation. Strong political crosswinds within unions give the public at large a mixed message. Too frequently, this makes unions look dowdy and dated rather than vigorous or progressive. Thirty-second "sound clip reporting" portrays unions solely (and unfairly) as rowdy protesters singing old songs with forgotten words. Many unions need to pay attention to their increasingly dated public image.

Terms and Conditions of Employment

Canadian boards and courts have given very wide scope to what can be negotiated.¹⁷ They have avoided the litigious approach inherent in the United States "mandatory versus permissive" subjects of bargaining. Canada has emphasized voluntarism, which has facilitated industry-wide bargaining, as well as negotiated benefits for pensioners or out-of-work union members.

Legislated benefits, in contrast, have served to narrow the scope of bargaining by creating a parallel set of rights and benefits. We spend far too much time litigating over how collective agreements, third-party benefit plans and statutory entitlements and remedies mesh with each other. Few jurisdictions have thought seriously about how to integrate collective agreements, and the union and dispute resolution processes that come with them, into the growing mass of statutory terms and conditions of employment.

Fixed-term Contracts

Canada's elaborate pre-strike obligations have led to a "Quantum Burst" approach to contract readjustment. We stockpile our demands for the next round of bargaining.¹⁸

Long-term wage certainty was once an advantage to Canadian industry. Now, flexibility has replaced certainty as a value, and long-term collective agreements, with rigid employment terms, are the antithesis of flexibility.

Increasingly, Canadian employers seek mid-term contract readjustment.¹⁹ Our system offers no structure for such renegotiation. We have no mid-contract obligation to bargain in good faith even over new or urgent issues. As a result, parties often fail to deal with pressing economic questions, or waste their time debating process rather than substance.

I am not calling for an end to contractual certainty. However, economic change has taken on new speed. Long-term contracts put a break on our ability to adapt. We need to develop statutory or contractual mechanisms to make sure we do not put off necessary readjustment for so long that the underlying work disappears to more flexible competitors.

Without this the public will lose respect for collective bargaining as the proper means of achieving workplace reorganization or wage costs appropriate to the market or political environment.²⁰ We see this now as employers seek alternative and often extra-contractual ways to adjust to market or political conditions, such as contracting-out, spinning off, or legislating.

Arbitration

A leading Alberta arbitrator made this comment about arbitration. We hoped for Triple-E arbitration—"Efficient, Expeditious and Economical." Instead we got "Expensive, Exasperating and Everlasting." He noted that arbitration has become so formal and precedent-bound that practitioners have begun referring to "Arbispudence."²¹

¹⁷ The Supreme Court of Canada gave commendably wide scope to the phrase "conditions of employment" in *Le syndicat catholique des employés de magasins de Québec Inc. v. compagnie Paquet Ltée* [1959] C.L.L.C. p. 15, 409.

¹⁸ In the recent round of mid-contract bargaining between Canada Safeway and the United Food and Commercial Workers in Canada, the employer maintained that it needed a mid-term readjustment to survive in Alberta's increasingly competitive market. After agreeing to new terms to meet this presumably unpredictable change in the market, the parties then entered into a revised agreement for a new five-year term. This seems a long time to abandon the right to renegotiate, given the parties' recent experience with unpredictable change.

¹⁹ The recent Canadian Airlines crisis provides one example.

²⁰ A popular move at the moment is for provincial government employers to legislate rollbacks as an aid to balancing budgets. What is significant is their choice of legislation over collective bargaining or arbitration as the tool for achieving this end, and the public support with which such moves are often greeted.

²¹ Comments made by Peter Owen, Q.C. at the University of Calgary Labour Arbitration Conference in 1992.

We cannot just blame arbitrators for cost and delays, for there are other causes. There is the unwillingness of people to make decisions and accept finality, and an increasing preference to pass the buck to a third party. There is the bureaucratization of unions and industrial relations departments. In the public sector particularly, line managers have lost control of arbitration to staff practitioners. They and their counterparts on the union side tend to stockpile cases like squirrels preparing for winter, oblivious of the effect of unresolved issues within the workplace.

However, I sense a change of mood, and a new willingness to explore alternate forms of dispute resolution. Workplace trends are seeing a shift away from hierarchical management and specialized functions and towards new problem-solving approaches. This will inevitably work its way into grievance and arbitration systems, spurred on by the oppressive cost of our present style of arbitrating.

Labour Relations Boards

Labour relations boards have generally received supportive treatment from Canada's courts. They quickly overcame the argument that they were unconstitutional superior courts in disguise.²² Courts upheld wide powers and suitably expeditious processes.²³ For the first 25 years, judicial review was vigorous, but by 1979 the courts had restricted themselves to cases involving real jurisdictional error or patent unreasonability.²⁴

The courts have been generous in their recognition of the special tasks and the expertise of our boards, and have recently entrusted them with Charter questions arising within the boards' jurisdiction.²⁵

Canada's boards operate "close to the ground." Bipartite representation remains the norm and is largely healthy. The lack of a United States-style split between administration and adjudication has helped keep processes user-friendly and far faster than south of the border. Canadian boards are less reliant on court

enforcement processes and the conflicting judicial opinions this generates. Mediation processes available within labour relations boards are an increasingly attractive alternative to expensive litigation.

Prognosis

How healthy is Wagnerism in Canada at 50? It is suffering from old age and faces a tough time with the competition. It runs the risk of being marginalized.

The adoption of Wagnerism as social policy has produced benefits for the unorganized as well as the organized. Employee conditions are improved by employers adopting "prophylactic Wagnerism," improving conditions within the workplace to avoid moves towards unionization.

Wagnerism was conceived as a tool for change. Our restriction to periodic bargaining increasingly runs the risk of being used as a barrier to change, with unions becoming the new conservatives. Union-management consultation must be ongoing; we cannot wait to resolve conflicts and we must not abandon the search for collaborative solutions.

Canada's laws must be harmonized, between jurisdictions and between the multitude of statutory and contractual arrangements that make up our employment law. Rights incapable of being understood and efficiently invoked are not rights at all. The cost of all these diverse processes is crippling.

Governments are increasingly trying to charge back the costs of training, safety and benefit programs to business. As partners, business and labour should seize upon this as an opportunity to retake control of these processes and rework them into something manageable within the workplace.

Collective representation is not dead. It is surprisingly healthy, particularly in the emerging areas of professional and quasi-professional bargaining.

²² See *Labour Relations Board of Saskatchewan v. John East Iron Works Ltd.* [1948] 4 D.L.R. 673 (P.C.).

²³ See *Tomko v. N.S. Labour Relations Board* [1977] 1 S.C.R. 112.

²⁴ The trend reached its high water mark with *Canadian Union of Public Employees Local 963 v. New Brunswick Liquor Corporation* [1979] 2 S.C.R. 227. For an analysis of the area, see Jones and de Villars (1985, ch. 11).

²⁵ See *Cuddy Chicks Ltd. v. Ontario Labour Relations Board* [1991] 2 S.C.R. 5.

However, increased corporate flexibility and chronic unemployment have often left it toothless in many traditional areas like construction.

Union organizers are facing a new and growing challenge from the underground economy. No-tax compensation arrangements create a disincentive to union representation because collective agreements involve clear and accurately recorded wages. Employers and employees alike are often compromised by employment arrangements that, for tax reasons, cannot survive the light of day (or even of the rather duller board hearing room).

We must work much harder at problem solving in the workplace. Forums like arbitration work, but are often overused. They represent a huge, but often hidden, cost of collective representation. Wagnerism had its roots in alternate dispute resolution and we must relearn those processes.

Wagnerism will live for a while longer and I am sure we all wish her well. Most of us have dedicated our lives to advancing her objectives, studying her processes or criticizing her inadequacies. It is fitting that we wish her Happy Birthday!

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UNION RENEWAL – NEW DIRECTIONS

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Introduction

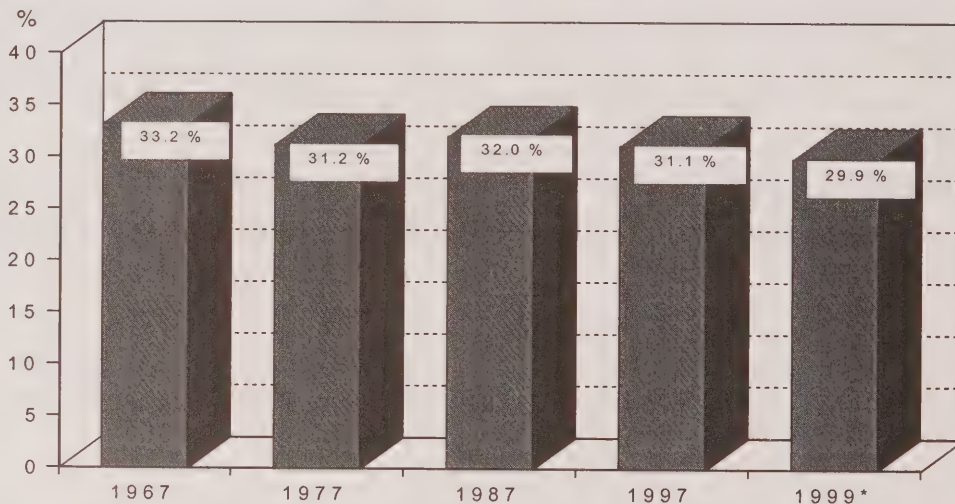
As we enter the 21st Century a key debate in the labour movement concerns the changes in outlook and practice necessary for union renewal. This debate initiated in the United States, has spread to Australia, Britain, Canada and beyond; it is structured around the counter positioning of a business-union "service model" to a social movement "organizing model" of unionism. This article moves beyond both models of unionism by focusing on the need for building unions through more in-depth democratic practice and the development of alternative perspectives. It argues for unions to again take up the challenge of social movement unionism.

There is a vital need for changes in union direction and structure to ensure effective solutions in the face of multiple challenges: workplace restructuring and downsizing, the rise of a contingent workforce, persistent unemployment, and decreased government intervention.

There are a number of reasons why the issue of union renewal is important. The first concerns the position and role of unions in society today. For purposes of assessment, basic unionization rates and trends are shown below. Exhibit 1 presents the example of Canada with a middle range union membership rate

Exhibit 1

Union Membership in Canada (As Per Cent of Paid Employees)



* January - November

Source: Labour Force survey, Statistics Canada

This is an abbreviated version of a paper presented at the Canadian Industrial Relations Association meeting at the University of Alberta, Edmonton, Alberta, from May 25 through 27, 2000.

of 29.9 per cent. Notwithstanding trends such as the decline in private sector unionization and the growth in public sector unionization, the Canadian example shows a remarkable stability over several decades compared to many other jurisdictions. At the same time, the Canadian Labour Congress (1999) policy paper says: "By 1998... the picture was not as reassuring. *Union membership had declined by 150,000 since 1992 to just over 3.9 million, representing less than one-third of paid workers.*" In short, while Canadian rates show only a slight decline, they only appear positive when compared to the more critical declines of other jurisdictions.

By comparison union density rates in Australia have declined from 51 per cent in 1976 to 28 per cent in 1998. The decades long decline in the United States has seen rates drop to 14 per cent. In Britain membership was 57 per cent in 1979, but as of 1997, it was only 30 per cent.

Second, although unionization rates have declined, the evidence suggests as strongly as ever that unionization is a key way to improve living standards. The advantage of working in a unionized workplace, as opposed to a non-union workplace, often referred to as the union premium or union advantage, has long been documented by national statistical agencies as a simple union versus non-union dichotomy. A more accurate analysis of union/non-union comparison needs to also account for: occupation, public or private

sector, geographical region, full-time and part-time employment and the importance of workplace size. Since unionized workers are more likely to have a pension plan and other insurance plans which are frequently richer than non-union plans, account also needs to be made of such differences. Exhibit 2 utilizes an American example, here, according to Mishel, Bernstein and Schmitt (1999:185), the adjusted wage premium for the factors identified above is 21 per cent, while total compensation premium is fully 27.8 per cent.

A third reason why the subject of union strength is important concerns a little known but important range of studies demonstrating that a strong labour movement, defined in terms of high union density, is associated with: more income equality both before and after taxes; lower levels of unemployment; a lower level of inflation; more extensive social welfare legislation; a higher percentage of government employment primarily to deliver needed social programs; and lower levels of poverty (Robinson, 1994:661). Much of this labour movement effect is due to labour market factors such as lower unemployment and a more generous spread of higher wage jobs. Some is due to a higher social wage, such as more progressive taxation, universal health care and other social policies (Cameron, 1998:219-259). The evidence also suggests, surprising to some, that this pattern holds for the United States as well as other Organization for Economic Co-operation and

Exhibit 2

Union Wage and Benefit Premium in the United States

| | <u>Wages</u> | <u>Total Compensation*</u> |
|------------------|--------------|----------------------------|
| All Workers | | |
| Union | \$17.60 | \$23.48 |
| Non-Union | \$14.29 | \$17.28 |
| Union Premium | \$3.31 | \$6.20 |
| Union Percentage | 23% | 35.9% |
| Adjusted Union** | 21% | 27.8% |

* Total compensation includes insurance and pension benefits together with wages.

** The adjusted union premium controls for full-time, for industry, for occupation, for public sector, for region and for workplace size (1994).

Source: Mishel, Bernstein and Schmitt (1999:185).

Development countries. As Lerner (1996:3) puts it: "A just, democratic society depends on a powerful workers' movement."

Models of Unionism

The 1980s and 1990s saw a dramatic growth in inequality and economic restructuring – most often involving corporate downsizing, policies favouring flexibility, new human resources management, increased unemployment, minimal compensation in non-standard work, deregulation, privatization, an ongoing technological revolution and cuts to social services (Kumar, Murray, Schetagne, 1998). It is under these circumstances that the search for union renewal and systemic alternatives was reborn. As Bill Fletcher and Richard Hurd (1998:37) note in reference to the American labour movement, but applicable to the Canadian: "The post-World War II labour movement, founded on a social truce with capital and the apparent inevitability of a rising living standard, has hit a bulkhead-piercing iceberg of dramatic proportions."

It took many years of union decline in the United States before the "bulkhead" would begin to be confronted. Across Canada, with a relatively stable unionization rate, it is only in the 1990s with the election of explicitly right-wing anti-worker governments and the belated unravelling of the post-war settlement, that a serious re-evaluation is being undertaken.

In 1988 the AFL-CIO published an organizing manual entitled *Numbers that Count* in which the debate on union decline was reconceptualized by counterposing the servicing model of local union leadership – "trying to help people by solving problems for them" – to the organizing model – "involving members in solutions" (Diamond, 1988:6).

Whatever its limitations, contrasting the debate in this manner caught the imagination in United States labour circles and formed the basis of an ongoing vigorous debate. Russo and Banks (1996) clearly describe the distinction between the servicing and organizing models:

The Service Model

- union leaders solve problems for members;
- the union relies on the grievance and arbitration procedures;
- membership is passive or limited to responses to leader requests for cooperation;
- members rely on specialists, experts and union staff;
- the union develops secretive and closed communication channels;
- union structures are centralized and top heavy;
- the union grows dependent on and is reactive to management;
- distinctions are made between internal and external organizing activities.

The Organizing Model

- stimulates and involves members in problem-solving in group process or collective actions;
- is not limited to the bargaining process;
- is committed to education, communications, and member participation in the union;
- develops and depends on members' skills and abilities;
- shares information and develops open communication channels;
- has a decentralized organizational structure;
- operates independently of management, and is pro active;
- makes no distinction between internal and external organizing activities.

Source: Russo and Banks (1996).

"In practice ... there is a constant tension between the organizing model and the servicing magnet" (Fletcher and Hurd: 1998:43). Many union members proved more interested in servicing for purposes of their grievance/arbitrations and their collective bargaining for a new agreement than using their union dues to assist in organizing the unorganized. Further concerns arose internally as staff skilled in service work now found their skills and value diminished. Staff was confronted with new expectations of membership involvement and organizing.

Moving to the new organizing model was found to create more work, longer hours inclusive of evenings and weekends – particularly for the increased number of members and staff assigned to organizing. This in turn, led to a higher level of staff burnout. Operationalizing the organizing model involved a sea of change in union functioning, structure and constant re-evaluations. At the same time there was, and remains, a lack of clarity as to specifically what changes were necessary and why.

Democracy and Alternative Visions

If the goal is to build strong, powerful unions, in order to better protect and change the lives of union members and working people as a whole, democracy will need to be strengthened. Why? The short answer is that there is an important link between union growth and power and union democracy.

Social movement unionism seeks to re-draw the "frontier of control" by its own re-structuring and practice aimed at facilitating membership participation and democratic control, by allying with key community coalitions active in the ongoing struggles for change and through the development of an alternative ideological vision enabling a critical assessment of wider social, economic, cultural and political issues and the creation of unifying strategies to effect them. Collective bargaining social movement unionism is inclusive of both workplace specific issues and society-wide issues. As Gindin (1995:268) says: "Movement unionism includes the shape of bargaining demands, the scope of union activities, the approach to issues of change, and above all, that sense of commitment to a larger movement that might suffer defeats, but can't be destroyed." While the focus of social movement unionism has traditionally been on extra parliamentary action, alliances with political parties are not excluded and under certain circumstances can be mutually beneficial.

Experience in the labour movement with union democracy strongly suggests that the more members have a real say in their union, the greater their involvement in decision-making, the higher the potential for a membership educated and interested in the issues of the day and consequently the more vital the union. In confronting dominant corporate and social forces, democracy can be a strong instrument for building solidarity, a renewed solidarity built on a foundation of an empowered membership. Truly empowered members make a stronger union. Unions need this increased power to fulfill their member's needs for better pay and working conditions. To move to the broader goals of social movement unionism such change is all the more necessary. Advancing workers basic needs and aspirations, in turn, further activates members and attracts non-unionized workers. Thus we see an integral link between changing unions – becoming a social movement union – and organizing the unorganized. As Eisenscher (1999:218) notes: "The battle for union

democracy is an integral part of the effort to rebuild labour's ranks and influence. *Activism and empowerment must be wed if unions are to be transformed and labor rejuvenated.*" (218).

The very engine of labour revitalization is to be found in the democratization of unions. Here, a more educated, involved membership develops the capacity to run and administer their unions, gaining new confidence of self and collective. Only in this process can the sectionalism of a stratified workforce divided into numerous bargaining units with numerous collective agreements and separate unions with distinct cultures and traditions, hope to be bridged and the necessary new class solidarity be created.

While the organizing model rejects a passive-service model with the intention of stimulating rank-and-file activity, education and participation, it does so without any clear alternative perspective or even an awareness that such is important. This is a significant omission as the acceptance of a common alternative vision facilitates the development of unifying strategies at both the bargaining table and on broader social issues. The labour movement needs a worker-centred way of seeing the world and comprehending the events and social forces unfolding within it. It helps link our daily experience and the failings of the present to our imagined ideal. The social movement unionism proposed encompasses a vision that extends beyond a particular workplace to the labour movement and society as a whole. It is necessary to make such links in our increasingly globalized world so as to more accurately assess one's situation and thereby be in a better position to improve it. Social movement unionism, says Gindin (1995:268) "means making the union into a vehicle through which its members can not only address their bargaining demands but actively lead the fight for everything that affects working people in their communities and the country."

Issues can arise in a particular workplace and directly impact members, contracting-out for example, in which case links need to be made to the broader society. Alternatively, issues can impact on all society – unionized and non-unionized, middle and poor income groups alike – necessitating specific linkages to members in a particular workplace. In all cases, democratic debate and education are paramount in order to clarify issues and raise awareness as to appropriate action. Union structures need to enable such debate.

In some cases mass rallies and protests are called for. A prime example in North America would be the Ontario Days of Action which consisted of 12 city-wide shutdowns of workplaces and demonstrations across the province by labour and community groups. The central issues concerned the defence and improvement of a universal health care system, protecting quality public education and restoring and maintaining vital social services in the face of government fiscal restraints. Also forming a part of the alternative platform was the need for government full employment policies, a more equitable distribution of wealth and basic necessities of life such as affordable housing. Each of these issues impacted on union members and on non-union members alike setting a new agenda in the face of conservative government. They encouraged thinking about the state of society as a whole. An alternative perspective began to develop out of these struggles. New structural venues surfaced in this changed context, albeit largely informal given the limited time and nature of the mobilizations.

Contracting-out also impacts on the community as a whole – can good jobs be kept in the community or is the community to decline as jobs go elsewhere? In this issue and others further questions are posed: Why do employer's want to contract out instead of keeping jobs in the community? How could more employment be created and can it be environmentally sustainable? Why is cheaper always better in the employer's eyes – particularly when it comes to labour costs – that is, workers' incomes? Why is the contingent workforce growing exponentially and how can solidaristic linkages be forged with them? What is "the market"? Why is competition always paramount for employers as opposed to full employment? Should production only be for purposes of profit or is there a better way? These are basic questions raised here in the abstract, but they can easily arise out of a particular experience or be discussed in reference to specific workplace concerns or campaigns. The importance of raising and discussing new ideas in the face of particular issues should not be underestimated. The struggle for trade union renewal and democracy is in large measure a battle for the hearts and minds of working people.

Beginning the Change Process

In key unions, mainly located in industry, resources and the public and broader public sector (hospitals, education) and organized in the Canadian Labour

Congress, the AFL-CIO or the British Trades Union Congress, a culture of union democracy already exists, albeit incomplete. A number of unions have significant elements of social movement unionism already. The question therefore becomes how to build on the already existing elements of social movement unionism?

How can union democratic processes be expanded with the intent of enhancing rank-and-file control? Several changes come to mind: the direct election of more positions inclusive of key staff positions (for example, in the Canadian Union of Postal Workers); the right to recall elected officials under specific circumstances that need to be clearly defined; structures enabling direct democracy; and the introduction of some form of job rotation. The latter could occur between local activists, elected officers and full-time staff and positions. Activist members should have the opportunity to carry out full-time union work for specified periods and then return to their workplace and union local. Full-time staff should have collective agreement language maintaining their links to the workplace enabling and periodically requiring them to return there and reintegrate themselves with workplace life and with rank-and-file union politics. The intent is to develop new and renewed layers of activists with more grounded experience – worker activists that both participate in making decisions and in carrying them out.

Experience with various union activities, such as handling local grievances to leading union-wide campaigns, from chairing local meetings to working full-time to help members solve health and safety problems, further develop individual and collective capacities, enable new critical perspectives particularly where combined with in-depth union education and assist in the development of the necessary confidence. Questions arise such as: What are the constraints imposed on union members by corporate power? and, What are the constraints of labour relations legislation and state structures? The logical next questions are: How do we challenge such constraints? and, What are the alternatives to them?

Real union democracy means that unionism is integral to what one does and how one operates in the workplace and with fellow workers each and everyday. The overriding purpose of trying to better the lives of working people who constitute the vast majority of societal members.

These two issues – democracy and alternative vision – speak to the larger picture of change, to the *directions* necessary if a new course is to be set, to develop members own capacities and assist each other in taking charge of social and economic destinies. While such specifics vary from place to place there are two further concerns: the role of elected leaders and the impacts on union staff.

Leadership will involve setting directions, articulating the democratically arrived at vision, goals and leading their strategic implementation. These will of necessity be decided upon within the framework of continued debate and pluralism. A pluralism inclusive of both different perspectives and multiple identities. The need to both respect peoples various identities as feminists, environmentalists, or members of a particular ethnic community and concomitantly to create the necessary unity to defend their needs and aspirations as workers, is still ahead. This will involve some new leadership skills. Leadership will need to be more accountable and inclusive than before, more accessible than before and concur with the new reality of a membership with increased input and authority. Such change is as difficult as it is possible.

A leadership that understands and agrees to be more accountable to its membership, that debates new ideas, strategies and tactics, engages in more rank-and-file democratic processes and creates more horizontal structures to facilitate such. As Eaton (1995:6) suggests, leadership involves a relationship, one that is “transformational to both leaders and followers, and that leadership is empowering rather than dominating.”

Union staff will also find themselves caught up in this process of bottom-up change. This will involve difficult choices and new ways of doing things. As union members engage in the exchange of ideas, set new directions and take more control over carrying out the activities agreed upon, staff can either resist, further complicating the change process or enter the change process with an open mind. While the road may be lengthy, containing plenty of pot holes, it also has the potential of being more creative and of greater personal satisfaction. The process of collectively engaging in constructing an alternative vision, setting new directions, bringing new members into the union and creating new democratic structures to further membership control, can be liberating, compared to functioning as the unelected representative or advocate of the membership.

Social Movement Unionism in Action

For most members the workplace bargaining unit – their local – is “the union.” It is here that members experience workplace relations on a day-to-day basis, can best articulate their views, and will more likely come to a consensus or at least a conclusion, as to a course of action. It is here that the average member can most easily exercise democratic control over their work affairs and defend themselves against employer attacks. It is also on this level that many membership goals will be realized or lost.

For the most part collective bargaining also occurs in Canada and the United States on a workplace-by-workplace level. There are some modifications and exceptions to this norm, such as pattern bargaining in the auto sector, sector-wide bargaining in large sections of the public sector (government workers) and in the broader public sector (hospitals). Nonetheless, the examples below are often applicable to various levels of bargaining and jurisdictions.

Contracting-Out (outsourcing) and Privatization – is often seen as an issue particular to workers in a specific workplace only. In the private sector work is contracted out for a number of reasons central to which is cost and often involves work being sent either to non-union workplaces where costs are less, particularly labour costs, or “off shore” to countries where labour costs are even lower. Workers, provided they have a union, bargain against outsourcing in an effort to save their jobs. But like many other issues, outsourcing needs to be made into a public issue as it has significant public implications. Within a social movement union perspective a union local could take this issue into the community. Protecting and expanding good jobs in a particular bargaining unit needs to be seen as defending and maintaining quality jobs for everyone in the community.

For workers in the public or broader public sector the issue of contracting-out is highly related to the issue of privatization as most outsourcing is to the private sector. Again, the question of cost – not service – is paramount to employers and government. Again, the issue must be made public as it speaks to the maintenance, and in some cases expansion, of services and jobs in the community. For workers, contracting-out and privatization far too often involves job losses and wage cuts and working harder for longer hours under worse conditions. For the public, it often

involves reduced services and user fees. In short, profitability not need, dictates the provision of such services. Public awareness campaigns, in revealing the true effects of service cutbacks, can potentially enable the union to both better defend such services and improve their bargaining leverage for purposes of contract improvements.

Health Care – as universal medical coverage comes under ideological attack and fiscal restraints by neo-liberal governments, health care unions in particular need to take up the fight to maintain a quality and comprehensive health care system. Such a system involves good health care services, adequate staff levels, fair wages and decent working conditions. There is an obvious link between a patient's living conditions while hospitalized and the working conditions of the health care workers involved. There is also a link between the health care needs of children, seniors and all societal members whether unionized or not. These connections need to be made public in the campaign to save medicare. To help conduct this campaign coordinating committees could be struck of both unionized workers, users of the system and concerned community members. In this manner union bargaining issues reach beyond immediate needs to the health care system as a whole. Such an approach can not only better defend the health care system but also unify various sections of the workforce and community in a common enterprise.

Shorter Work Time – There is growing evidence that the labour markets in many countries, including those in Canada and the United States, are increasingly unequal in terms of hours of work and income. The standard work week and typical union member have seen their work world stretched at both ends: at one end, is the rise of contingent work, that is part-time, contract, seasonal and now the "self-employed"; at the other end, one finds increased hours of work. This is particularly true in the English-speaking countries. *The Growing Gap* report on inequality found that in 1973, the richest 10 per cent of families had an income nine times more than the poorest 10 per cent of Canadian families. By 1996, the richest 10 per cent of families made 312 times more than the poorest 10 per cent of Canadian families. The report notes: "A remarkable symmetry is emerging. One in five jobs are now part-time. Similarly, almost one in five employees work overtime in any given week in 1997." (Yainizan, 1998). Given that employment and hours of work are the main determinants of income it should come as no surprise that the inequality gap is growing.

There are steps to be taken to mitigate and even reverse this drift (O'Hara, 1993; Hayden, 1999). Some avenues involve the role of government and legislation while others of direct concern here, involve union initiatives. There are a number of examples of unions negotiating reduced work time; one that has wider applicability can be found in the pulp and paper mills in towns across northern Ontario and Quebec. Here, with relatively high pay cheques, employees have agreed to a reduction of work hours and income levels, provided the employer uses the savings to hire more employees. The intent of these unionized employees is to create employment for young people in their resource-based communities (CEP, 1997; White, 1999).

A second example is seen in the Daimler-Chrysler minivan plant in Windsor, Ontario. Successful negotiations initiated by the Canadian Auto Workers established a permanent third shift. This eliminated the massive overtime of the first two shifts, reduced the hours of work for the daytime shift to seven and one half hours for eight hours pay, and created hundreds of new full-time jobs. The latest round of bargaining gained an increase of Scheduled Paid Absence days, which are in addition to vacations. "The Canadian Auto Workers first negotiated Scheduled Paid Absence days in 1993, giving every worker three weeks off every three years. It added two weeks in 1996 bargaining and, with this week's deal, has bumped the amount to six weeks" (Van Alphen, 1999). The additional employment from this reduced work time is estimated at 2,500 jobs.

The more working people in full-time well paying jobs can win reductions in work time, the more they can spend time in other activities, such as with their families and in various leisure pursuits. By gaining some respite from work, people also gain some democratic space in which they can engage in community volunteer work and in various forms of democratic administration such as decision-making within their union, within the workplace and within society at large (Albo, Langille and Panitch, 1993).

Goals of social movement unionism can be furthered in significant part by the bargaining demands selected and the manner in which they are formulated and projected. The various forms of outreach such as committees involving union and non-union community members can prove advantageous for all concerned. By expanding structures and making them more inclusive one can expand the scope of the issues to be addressed. The union not only has the potential

to gain more leverage but to overcome its own sectionalism and consequent sectional solidarities (nurses identifying with other nurses only, electricians with other electricians only, etc.) and become more central in members' lives and more attractive to non-union members of the community. The approaches outlined begin the process of *harmonizing the interests of workers covered by collective agreements and those in the community who are not*. In so doing they begin to move unions toward a broader social agenda with the public at large. Such new approaches to common concerns creates new activists, develops new capacities, helps bring new members to the union and propels new dynamics for change.

Structural Approaches to Union Renewal

There are additional union structures on a city-wide, regional and national level that can potentially be key to union renewal. They include national unions, provincial (or state), and federal central labour bodies. Most important in recent experience, such as the Ontario Days of Action referenced earlier, was the role of the provincial federation of labour. Under the impact of government attacks and cutbacks, particularly to health care and education, union leaders and activists alike determined to launch counter actions.

The Ontario Federation of Labour became both the centre of heated leadership debates regarding the most appropriate fight-back strategies and the structure which co-ordinated city-wide workplace shutdowns and demonstrations across the province. Local union labour councils with their strong community links were also key. In the face of major government and employer attacks, labour councils have shown themselves to be centres of strike solidarity, conduct limited cross-union debates and mobilizations. Such councils have had some success in reaching out beyond labour's ranks and linking up with community coalitions – anti-poverty groups, affordable housing and tenants rights coalitions, immigrant support groups and feminist and environmental coalitions to name but a few. This activity not only creates, broadens and strengthens the voice and effectiveness of working people, it helps change who and what we are. As Hickscher (1988:177) points out from a slightly different perspective, to be effective, unions need to "build unity

around a general vision rather than a fixed contract." What is necessary, he says, is "a kind of unionism that replaces organizational conformity with coordinated diversity."

International Solidarity

As corporate power and capital mobility have expanded with the aid of enabling technologies, as global competition has intensified and assaulted workers' living standards, unions need to develop innovative ways to fight for social justice (Schenk and Anderson, 1995 and 1999). This holds for unions in the public and broader public sector, given the cuts to social programs as much as for private sector unions fighting concession bargaining in transnational corporations. The hard choice facing trade unions on the international level, as on the local and national levels, is to either accommodate to government policies and corporate priorities or to challenge them.

The fear of capital mobility and the threat of corporate relocation to countries with low labour costs, such as Mexico, has led some to respond by "partnering" with management in an ill-fated attempt to defeat "worker competitors" (Bronfenbrenner, 1996). While suspicious of such productivity alliances, the fear of management's ruthless concern for the "bottom line", corporate relocation and the resulting unemployment often proves stronger. The changed circumstances of more integrated world economies demand a different response: not one of competition between workers as management would favour, but one of international solidarity and resistance. *Borderless capital demands borderless unionism*. This solidarity, built on strong local and community group links can maximize peoples' leverage, win victories however small and change agendas and outlooks. As Wells (1998:22) notes: "The same global integration of production that makes it possible for employers like Ford to get workers in different countries to compete against each other, also makes it possible for workers to ally with each other."

The goal of unions today is how to transform themselves into rank-and-file controlled, democratic, social movements as interested, and where possible as active, on the international dimension as the local, provincial (state) and national. Unionism has historically held that its basic principal is collective solidarity, that it is only by uniting workers, who would otherwise compete against each other, that the

strength to realize workers legitimate needs and aspirations can be realized. This principal holds notwithstanding the uniqueness and deserved respect of culture, race, religion, colour, gender, age, and language. It holds within a workplace, a country or nation and it holds across borders. What is key is that struggle for human betterment needs to be *internationalized*, not isolated and fractured.

The complexities of the most appropriate institutional forms and structures, such as national trade union federations and international bodies such as the International Confederation of Free Trade Unions deserves fuller consideration than can be given here. Nonetheless, in keeping with our theme of expanding local union and community links and focussing on issues in a manner that both speaks to their specific workplace needs and their societal impacts, new membership structures such as international solidarity committees or networks, are a necessity.

It is important for union leaders and staff to develop formal and informal links with their counterparts internationally. It is also necessary for them to exchange visits and see for themselves the actual working conditions and struggles working people in low-wage countries are confronted with. However, it is increasingly evident that international solidarity has to move beyond such visits to worker-to-worker exchanges and coordinated bargaining strategies – particularly when confronting the same transnational corporation. Workers confronting the same global corporation need to coordinate their bargaining strategies just as management already sets its bargaining framework and guidelines from their head office as well as on site. Workers in the public and broader public sector need to learn the lessons from each others victories and defeats when facing the cutbacks and other policies of neo-liberal governments. These new needs necessitate new forms of worker collaboration and new enabling structures. "Labour's best hope," says Wells (1998:490), "is a *coordinative unionism* which combines the mobilization capacity of the workplace and community with the scope of national and transnational strategies."

Conclusion

The emphasis of this paper has been on transforming unions themselves, rather than on transforming union organizing per se. The two are far from being mutually exclusive. Rather, they are highly interdependent with

each impacting on the other in a manner that can be mutually reinforcing. Nonetheless, Canadian unions, taking their cue from debates and practices in the United States, have focussed on transforming organizing only – more resources, new tactics and strategies. Such change is necessary and important, unions need to organize more than ever, but insufficient when undertaken in isolation from the more daunting challenge of transforming unions themselves.

Strengthening rank-and-file membership control over decision making, that is deepening union democracy (both representative and direct democracy) and developing an alternative vision for the union and society at large, will involve both organizing the organized, that is activating members and attracting unorganized workers to the union movement. The approaches to bargaining outlined above, emphasizing both particular bargaining unit needs and broader societal concerns, are examples of the manner in which union and community activists can begin to link together, overcome sectional cleavages and harmonize their issues in common actions for mutual benefit.

On entering the 21st Century, the progress of social movement unionism will need to confront an ongoing, yet new challenge: the relationship between trade unions and political parties. Over the last century trade unionist's came to recognize the importance of a political vehicle and initiated or otherwise supported social democratic or other worker-oriented political parties. Such relationships have influenced labour politics to this day, with the United States being a contemporary and notable exception. With the current dismantling of the post-war "welfare state" and the drift to more moderate positions by social democratic parties in Canada and elsewhere, this linkage has become highly contentious if not unviable. This is a topic that deserves further attention. It is raised here to underscore the need for further research necessary to more fully comprehend the challenges ahead.

Finally, any commitment to change has obviously to be concretized in specific actions before change can be realized. It cannot remain on the level of abstract conception. Further democratization of unions and the development of alternative visions are necessary to assist such change, but it is people actively engaged in an alternative politics that bring it about. In so doing, they not only modify and develop their alternative visions, rethink their union strategies and structures in the light of experience, but change themselves. *In*

the process of changing one's circumstances one is also engaging in changing one's individual and collective self – through new experiences, in setting aside outworn and outdated ideas for new ideas – a new consciousness, by gaining confidence in the viability of debate and common action, in winning new adherents to the union and to the movement for change – a new solidarity is forged.

Transforming unions is not easy if only because unions are embedded in, as well as in opposition to, the labour-capital relation. There are no perfect models

and there are no magic solutions. One further caution is necessary: even the most participatory democratic union with the advantage of a unifying alternative perspective, is not a guarantee of success – nothing is. Rather, such developments are the necessary prerequisites to clarifying the aims of the organization and working out the most appropriate tactics. The intent here has been to try to move a step forward, to both revitalize and move beyond the organizing model, towards democratic social movement unionism. It is to be hoped that this process, in turn, will further enable working people to construct new collective identities and further control their own destinies.

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CANADA RECOGNIZES WORKPLACE CHAMPIONS "WHO ARE HELPING PUT ABILITY BACK INTO DISABILITY"

Wolfgang Zimmerman, Executive Director
National Institute of Disability Management and Research

Those who have experienced a major injury or illness are familiar with the slow, painful and often depressing descent that can be set off by losing their job, income, social network, and sense of worth. At the same time, the companies they worked for have lost a valuable employee, colleagues are burdened with extra workload and human resources staff are doubly bogged down with hiring and training replacements. The lost productivity and hidden costs are borne by employers, insurance-carriers and, ultimately, society at large. Nobody wins.

The National Institute of Disability Management and Research, founded in Canada in 1994, is a non-profit education, training, and research centre committed to reducing the human, social, and economic costs of disability through joint workplace-based reintegration programs.

Facts About Disability in Canada

- In 1997, direct payroll costs for disability in Canada, including workers' compensation and short- and long-term disability, were \$11 billion.
- For example, in British Columbia alone, direct and indirect costs of workers with disabilities being displaced from the workplace total \$3.6 billion per year.
- This translates to approximately nine cents of every dollar earned, representing an annual cost of about \$2,500 per working person in British Columbia.
- If left unchecked, it is estimated that direct and indirect costs of disability in Canada could rise to \$30.5 billion by the year 2006.
- Studies reveal that employers pay 35 per cent of the total direct and indirect costs of disability, while employees and their families shoulder 27 per cent of the total.
- The financial loss to workers is profound. For example, for an employee who is disabled at age 35, previously earning \$50,000 per year and forced to go on social assistance, the loss-of-earnings to retirement age is estimated at \$799,000.
- In 1999, persons with disabilities represented a 2.3 per cent participation rate in Canada's labour force, a further decline from an already low of 2.7 per cent the previous year.

- In a 1999 study of one of the nation's primary industries, the pulp and paper industry, the direct cost of disability to employers was more than \$2,000 per employee. That figure translates directly to the bottom line adding between \$4.50 to \$7.25 per tonne in disability-related costs to pulp and paper products.
- Studies show that without intervention, there is only a 50 per cent chance of a person with a disability returning to the workplace after a six-month absence, declining to 20 per cent after a year and to just 10 per cent after a two-year absence.
- At any given time depending on the occupation involved, 8 to 12 per cent of the workforce in Canada is off the job due to injury and is receiving either worker's compensation, long-term disability or weekly indemnity. Billions of dollars are lost each year in benefit payments and lost productivity.

In Canada today, a major reversing trend has been embraced by governments, business and labour organizations across the country. The concept of disability management through effective job reintegration is changing the way modern workplaces meet the needs of injured workers. At the centre of this change are scores of unsung leaders and innovators who are making a difference.

With sponsorship from major partners in labour, business and government, the National Institute of Disability Management and Research has launched a nation-wide program to recognize those outstanding organizations and individuals who have championed the best principles of workplace disability management and achieved positive, measurable results.

The first annual National Awards of Excellence in Disability Management will be introduced in September 2000 by the National Institute of Disability Management and Research, and major Canadian business, labour and government sponsors. These awards are designed to recognize and reward outstanding organizations and individuals who have helped put the ability back into disability and will celebrate programs built on the principles that the Institute and other researchers around the world have found to be instrumental in successful workplace-based disability management.

These Are Programs That:

- Demonstrate executive leadership and vision;
- Involve creativity, collaboration and commitment;
- Are based on consensus between labour and management;
- Promote injury prevention, rehabilitation and safe, early return-to-work;
- Reduce the human and economic costs of disability.

Entries for the National Awards of Excellence program will be judged by a 14-member executive steering committee comprised of stakeholder representatives. The committee is chaired by the Honourable David Vickers, a Justice of the Supreme Court of British Columbia, who has been a long-time supporter in the struggle for persons with disabilities to achieve more equitable lives.

Nominations for the awards can be made by workers, unions, employers, public and private sector service providers and any others significantly involved in the disability management field.

Award Categories Include:

- Small Organization/Workplace (2 to 500 workers, and may include an independent operating unit of a larger organization) with an internal disability management program;
- Large Private Organization/Workplace (over 500 workers) with an internal disability management program;
- Crown Corporation/Government Agency (over 500 workers) with an internal disability management program;
- Private Sector Service Provider (disability management or return to work);
- Public Service Initiative by a government or statutory agency.

Two other major categories have been established for the following types of individuals who have contributed to effective Canadian disability management practice, they are:

- Return to Work Coordinator/Disability Management Professional;
- Outstanding Public Leadership in Disability Management.

Award finalists will be notified on September 1 and officially recognized at a gala awards ceremony to be held in Ottawa later in September. Along with an award commemorating their achievements, award recipients will be recognized in a national advertising campaign to run in the fall of 2000. Further information concerning disability management, including a listing of award recipients and selected case studies, will be published in future issues of the *Workplace Gazette*.

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National Institute of Disability
Management and Research™



WORK, FAMILY AND COMMUNITY: KEY FINDINGS

Centre for International Statistics
Canadian Council on Social Development

The "work and family challenge" is a key issue facing Canada as we enter the next century. Research is only beginning to identify the interrelationships between the world of employment and the world of family, and how they affect the lives of individual Canadians and their families, workplaces, and communities.

Research¹ clearly illustrates that the demands of one domain influence the others. Specifically, the world of paid work is much more likely to interfere with family and community life than vice versa. Demanding jobs and unsupportive workplaces tend to spill over into workers' personal lives, creating or exacerbating problems there. These problems in turn influence the ability of workers to manage on the job.

The drive to become more economically competitive through workplace re-engineering has resulted in heightened work-family-community conflict, reflected in poor work performance, higher turnover, low morale, as well as poor mental and physical health. It is not just a question of competing demands on an individual's time and energy however. Poor performance and well-being tend to be related to the amount of *control* individuals have over their work, family and community lives.

Research shows that employees with more supportive workplaces and better quality jobs are more likely than other workers to be committed to their companies' success, show greater loyalty to the firm, and express a stronger intention to staying with the company. Employee job satisfaction impacts the bottom line. While there are no definitive data about the cost of work-family-community conflict for employers, individual case studies suggest that costs associated with a highly stressed workforce include injuries, absenteeism, health insurance, and high turnover.

The research finds that the best way to create greater employee satisfaction is to create better-quality jobs and more supportive workplaces. Much remains to

be done, however, to assist individuals and families cope with the demands of work, family and community. The long-term costs of neglecting families needs are steep.

This article is a condensed and edited summary of the report "Work, Family and Community: Key Findings and Directions for Future Research". The original report, prepared for the Labour Program, Human Resources Development Canada in 1999, is available upon request. It includes an analysis of government trends and responses while also looking at directions for future research.

Economic and Social Trends

Broad macro forces shape the lives of Canadians at work, in the family, and in the community. This section focuses on the economic and social trends. Included under economy are general economic indicators, as well as trends in income, job and workplace characteristics. Covered under society are changes in demographic trends, structure of families (including the division of labour by gender), immigration patterns, mobility, attitudes towards work and family, and community activism.

Economic Trends

The face of the Canadian labour force is changing. Today's labour force is older on average, better educated, more racially and ethnically diverse, and more concentrated in service occupations. Many more women are also active participants in the labour force.

- Perhaps the most notable trend over the past 30 years has been the large scale influx of women into the labour force, particularly women with pre-school children. In 1998, 58 per cent of women over age 25 worked in the paid labour force and made up 45 per cent of the total labour force.

This article is a condensed and edited summary of the report "Work, Family and Community: Key Findings and Directions for Future Research". The original report, prepared for the Labour Program, Human Resources Development Canada in 1999, is available upon request. It includes an analysis of government trends and responses while also looking at directions for future research.

¹ All references to these studies can be found in the original report.

The nature of the Canadian economy is also changing. For some members of the workforce, economic restructuring has presented new opportunities; for others, it has caused uncertainty about the stability and predictability of employment.

- The 1990s have been characterized by slow economic growth, picking up only after 1997. The rate of unemployment remains high, dipping only recently to pre-1989 levels (7.8 per cent in January 1999). Job growth has averaged 1.17 per cent per year (between 1990 and 1998) while output has expanded at 2.1 per cent per year (between 1990 and 1997). Almost all net job growth during this decade is due to self-employment.

As well, there has been significant growth in nonstandard forms of paid employment, raising concerns about the quality of jobs.

- Of those jobs that have been created, a growing number are part time; between 1991 and 1996, part-time employment has grown 2.0 per cent annually whereas full-time employment has only grown by 0.9 per cent annually. By and large, women continue to be over represented in part-time work, in large part because of competing responsibilities for family and home.
- Temporary and contract work has also risen in the 1990s from 5.0 per cent of paid employees in 1991 to 11 per cent in 1997, as has the prevalence of flexible working arrangements: shift work, flextime and telework. These changes have had a profound impact on the employer-employee relationship, particularly in terms of job security and loyalty.
- While the increase in flexible work arrangements holds out the potential for easing work and family responsibilities, data indicates that the increase is due in large measure to employer, not employee, preferences.
- Job quality is deteriorating for many who do not work in full-time, permanent jobs. While 60 per cent of employees with permanent or full-time jobs were covered by an employer-sponsored pension, health or dental plan in 1995, these benefits were available to only 20 per cent of non-permanent or part-time workers. Since women are more likely to be

employed in part-time, temporary or low-wage work, they are less likely to have a compensation package that includes supplementary benefits.

Working hours are also becoming more polarized. Full-time workers are working more hours on average, and part-time workers fewer hours.

- The proportion of people working a standard work week of 35 to 40 hours declined from 65 per cent in 1976 to 54 per cent in 1995. The share of workers working fewer than 35 hours increased from 16 to 24 per cent, while those working more than 40 hours per week rose from 19 to 22 per cent.
- Most dual-earner couples worked a combined work week of between 60 and 89 hours, regardless of the presence of children. About 20 per cent of these couples worked more than 90 hours per week.

The polarization of working hours over the 1990s has been linked to the polarization of incomes. Overall, real incomes have been falling over this period, and the rate of poverty – a key measure of income inequality – has remained very high.

- Average family income has declined as well. In 1990, the national average family income was \$57,300 (in 1995 dollars); in 1995, this had fallen to \$54,600, a drop of 5.0 per cent. After-tax income has also been falling through the 1990s.

A growing proportion of the poor are young families with children, while a falling proportion are elderly. Older single women, however, are still economically vulnerable.

- In 1970, elderly families accounted for 27 per cent of families in the lowest income decile; this proportion dropped to 6.0 per cent by 1995. Younger families have since become most common in this decile. This proportion increased from 18 per cent in 1970 to 27 per cent in 1995, reflecting in part the disproportionately large growth of female single-parent families.
- Paid employment does not necessarily protect families against poverty. In 1995, more than half of low-income families were in the labour force but remained poor.

Women's incomes are more important than ever to the financial security of the household.

- In nearly half (46 per cent) of all families, the woman's earnings made up between 25 and 49 per cent of family income; in one in four families, the woman contributed half or more of what the family earned. Without a female partner's earnings, the 1996 low-income rate among dual-earner families would have more than tripled.
- The aging of the population, combined with earlier retirement, suggests that the financial needs of elderly family members may surpass the capacity of immediate family – even those with two earners – to provide that support.

Social Trends

Just as the Canadian economy has changed, Canadian families look very different from 30 or even 20 years ago. The traditional family with a male breadwinner and female homemaker has been displaced by the dual-earner family with both spouses working outside the home.

- In 1994, both spouses worked in seven out of 10 married or common-law couples (under age 65), up significantly from about one-third of couples 30 years ago. Only one in five couples relied on a single male earner in 1994. Even among couples with children under the age of seven, 70 per cent are dual earners.

There have been other significant demographic changes that are raising critical dependent care issues for family, workplaces, and communities.

- Canada's population is aging. As a result of declining birth rates and a large but temporary increase in the number of births after the Second World War, it is estimated that 20 per cent of Canadians will be over the age of 65 by the year 2021. Many more workers will find themselves caring for aging relatives.
- The 1991 Census found that nearly half of the seniors population have a disability, while roughly 13 per cent of the working age population report a disability—the vast majority of whom live in private households and rely on family members for assistance.

The demands of meeting dependent care needs are falling on smaller families, whose members often live great distances from each other.

- Declining fertility rates have resulted in smaller families today: average family size in 1995 was 3.01, down from 3.67 in 1971. Increasingly, smaller families will be supporting larger numbers of aged family members. The fact that people are living longer suggests that many more adult children, at increasingly older ages, will have living parents who may need care. Caregivers are also more likely to be in the members of the paid labour force in the future.
- The 1996 Census reveals that Canada is culturally diverse. In 1996, roughly one in five Canadians had been born outside of Canada, bringing many different family traditions to this country. Similarly, workplaces are becoming more ethnically and racially diverse; employees consequently require different approaches to addressing work-family-community concerns.

Families are called upon to pick up more responsibility for the care of their members.

- A 1992 Canadian survey of more than 5,000 employees revealed that about one-third of respondents had caregiving responsibilities solely for dependents under 19 years, one-fifth had only elder-care responsibilities, and one-quarter had responsibility for both child care and elder care.
- The 1996 Census also found that about one in six Canadians (over age 15) provided some care to seniors. Those in the age group 45 to 54 years had the highest proportion of individuals (23 per cent) providing unpaid care to the elderly.
- A relatively small, but growing, core of individuals provide personal care for seniors, often over many years: 38 per cent of respondents in one Canadian survey had been providing care for five to 10 years, while 13 per cent had been a caregiver for over 10 years.

Without a full-time caregiver in the home, many families are reassessing the division of labour within their households, but women retain the lion's share of responsibility for domestic and caregiving labour.

- While younger men have steadily increased their share of household work, women continue to shoulder a disproportionate share of domestic and caregiving labour. In 1992, husbands spent on average 18.1 hours per week on household work, compared to 32.5 hours spent by wives.
- Some parents choose to work shifts in order to have a parent in the home, caring for children around the clock.
- In a 1998 study of over 5,000 Saskatchewan workers, half of respondents reported high role overload (too much to do, too little time), while 26 per cent experienced high interference from work and family (conflicting demands between different activities, at the same time, in different locations).
- The pressures associated with work-family-community conflict can be acute. One study of public sector workers found that 60 per cent of mothers and 63 per cent of fathers had considered quitting their jobs. The most frequent reason cited by mothers was that they felt they did not have enough time for their children (41 per cent); fully three-quarters of mothers with pre-school children felt this way (one in ten fathers considered quitting for this reason). Equal proportions of mothers and fathers claimed that work was too stressful (27 per cent), while one in six mothers felt that it was too difficult to do everything, compared to one in 12 fathers.

Despite the influx of women into the labour market, there remains a great deal of ambivalence among the public about the proper role of women.

- In 1997, the majority of Canadians – 73 per cent of women and 68 per cent of men – said women should contribute to family income. Yet, 51 per cent of women and 59 per cent of men also stated that dual-earner families damage preschool children despite evidence that proves otherwise.

The Interaction of Work, Family and Community: Key Findings

Today's families are stressed by the pressures of work, family and community demands. As indicated previously, the structure of families and the division of labour within households have changed, particularly following the rapid increase in women's labour force participation. At the same time, governments have reduced community services and supports over the past decade, and many individuals have less time and energy for volunteering in communities. Demands on workplaces have also increased, creating more pressured environments for employers and employees. The result has been growing work-family-community conflict.

Work-Family-Community Conflict: Scope of the Problem

A number of studies reveal that many Canadians have difficulty balancing work, family and community.

- A 1992-1993 study of 27,000 Canadian workers found that 40 per cent of working mothers and 25 per cent of working fathers experienced high levels of work-family conflict, and that half of parents reported difficulty in managing their family time.

A number of factors contribute to work-family-community conflict:

- parental status;
- age of the youngest child in the family;
- whether the working parent has a full-time job;
- marital status (whether a parent is single or not);
- financial security of the family;
- the kinds of child care and elder care used; and
- the amount and scheduling of working time and job demands.

Impact on Individuals

Conflict between work, family and community has been linked to a variety of individual outcomes including health and well-being, family and personal relationships, and life satisfaction. A review of the literature reveals a number of impacts:

- Work-family-community conflict contributes directly and indirectly to poor mental and physical health (e.g., cardio-vascular problems).
- Women continue to spend more time, in total, on work and family activities than men and experience higher levels of stress and depression related to work-family-community conflict. This is especially true if they have young children.

- Stress is not related exclusively to problems in balancing work, family and community. Women also experience high levels of stress related to their caregiving work.
- Conflict not only stems from individual circumstances; it is also associated with individuals' work and family-related demands, and the amount of *control* they have over those demands. For example, workers employed in non-standard forms of employment and low-wage jobs are much more likely to experience conflict and its negative consequences than those with highly-skilled, financially-secure employment.
- Work-family-community conflict takes its toll on an individual's health. It often restricts job and personal opportunities.

Impact on Families

The consequences of work-family-community conflict is not just confined to the individual workers who are struggling to meet competing demands on their time and energy. Long hours spent at work are felt by all members of the family, as well as by employers and others in the community.

While all families or households are not affected in the same way, it is noted that:

- High levels of work-family-community conflict negatively affect the strength of families and marriages. Research illustrates that paid work is much more likely to interfere with family and community life than vice versa.
- The number of hours women and men spend in paid and unpaid labour is related to work-family-community conflict. Women continue to carry a disproportionate share of domestic and unpaid labour.
- Increasingly, attention is being focused on the consequences of work-family-community for children. New Canadian research shows that healthy child development does not tend to be affected by maternal employment status *per se*. Parental involvement, however, is important; it has been shown to influence children's physical and social well-being, and academic performance.
- Lack of quality care for dependents is the critical issue for all families, especially for low-income families. It constitutes a significant barrier to labour force participation for women.

Impact on Workplaces

There is now extensive literature on the impact of work-family-community conflict on individuals, and to a lesser extent, on families. Yet, there is little understanding of how this type of conflict affects organizations, including businesses, community organizations, even governments. This type of conflict has a powerful impact on individual behaviour. A better understanding is needed of how individual behaviour affects organizational performance (i.e., productivity, employee retention), and conversely, how organizational culture affects individuals and families. Research shows that:

- The drive to become more economically competitive through workplace re-engineering has resulted in heightened work-family-community conflict, reflected in poor work performance, higher turnover, low morale, and inequities in workload.
- Employees with more supportive workplaces and better quality jobs are more likely than other workers, to be committed to their companies' success, show greater loyalty to the firm, and express a stronger intention to staying with the company.
- Poor workplace performance tends to be linked to high demands at work, *not personal or caregiving responsibilities at home*. The 1997 National Study of the Changing Workforce found that demanding jobs and unsupportive workplaces lead to spillover from jobs into workers' personal lives which in turn create or exacerbate problems away from the job. These problems then spill back over into work and result in reduced productivity, etc.
- Employee job satisfaction impacts the bottom line. While there are no definitive data about the cost of work-family-community conflict for employers, individual case studies suggest that costs associated with a highly stressed workforce include injuries, absenteeism, health insurance, and high turnover.

- Statistics Canada estimates that stress-related disorders due to overwork cost Canadian business \$12 billion a year, while absenteeism has been estimated to cost the Canadian economy between \$2.7 and \$7.7 billion a year.
- A study, sponsored by Sears, linked employee satisfaction with customer retention. It estimates that if employee satisfaction were to improve by five points, there would be a predictable improvement in customer satisfaction of two points, and in the year's quarter after that, revenues would grow by 1.6 per cent. A recent Conference Board of Canada study of five companies also found a positive link between employee job classification and customer satisfaction.
- A study by Health Enhancement Research Organization in the United States found that the health care bills of employees who are depressed are 70 per cent higher than those of other workers. Those reporting high stress had 46 per cent higher costs. Combining stress and depression led to costs nearly 2.5 times higher than other workers.
- Much of the work and family literature has focussed on concerns with work in the paid labour force and at home. Yet, non-work responsibilities take many forms. Work-family-community conflict can stem from the competing demands of paid work and volunteering, leisure, or even friendship. Indeed, it is precisely these kinds of broadly defined community activities that are sacrificed when time is tight, and stress is high.
- Social support at home, at work, and from friends and extended family are important not only for the individual, but for families and workplaces as well. Support has been linked to improved health and well-being, healthy family functioning, improved employee performance, and reduced work-family-community conflict.

Responses to Work-Family-Community Conflict: Facing Difficult Trade-Offs

Recognition of the needs of today's workers has prompted a search for new ways to assist employees to balance their lives at work, at home and in their communities. Below are highlights of the efforts of each group – families, employers and communities – to strike a better balance between work, family and community, as their needs change over the life cycle, and through their careers.

As individuals, families, employers and communities struggle with these issues, they all face difficult trade-offs. Family members in particular are often left weighing financial security against their own well-being and the well-being of their families. The economic penalties associated with opting out of the paid labour market, or even working shorter hours, for instance, are steep. Similarly, employers must weigh the long-term benefits of instituting work-life programs against a short-term focus on profits. Ultimately, ahead lies the long-term costs of doing nothing to assist families, employers and communities effectively manage their

Impact on Communities

The study of community has been largely absent from existing research on "work and family" issues, with the exception of specific supports like child care and elder care. Clearly, current social, economic and government trends have created tremendous pressure on the community sector, and by extension, on the families that rely upon these supports. However, there are other important issues regarding community that are important to a discussion of work-family-community conflict:

- The availability and quality of community supports, including dependent care services, is critical to the efforts of all families juggling work, family and community demands. Cutbacks in publicly-funded supports have shifted additional caring responsibilities onto families, and compounded difficulties in securing needed supports.

Solutions for Balancing Work, Family and Community

Individual and Family Responses

- Restructuring of employment
- Restructuring caregiving and domestic labour
- Building networks

Workplace Responses

- Workplace flexibility
- Family leave policies
- Workplace family services
- Supportive management

responsibilities, denying a generation of children the resources – social, emotional and financial – that they need to grow and develop.

Individual and Family Responses

In the absence of supportive policies, families have struggled to adapt to increased job demands, often at the expense of personal, family and/or community responsibilities. They have pursued a number of strategies to alleviate the stresses of work-family-community conflict, ranging from withdrawing from the labour force altogether, to taking on shift work to cover off child care to establishing a new division of labour within the household, to reducing leisure and recreational time. Families' choices, however, are clearly related to the resources at their disposal, including levels of education, levels of support in the work environment, and their individual attitudes and role expectations within the family. Individuals and families make choices, but often not under circumstances of their own choosing.

- *Restructuring of Employment* – One of the most fundamental decisions made by individuals facing conflict is whether to modify their patterns of work or to drop out of the paid labour force altogether. The studies that have looked at this question all conclude that women are more likely to change their patterns of paid employment, while men are more likely to make “special arrangements” to accommodate the work demands of a spouse or the needs of a child.
- *Restructuring Caregiving and Domestic Labour* – Families also pursue a number of time-based strategies such as extending, intensifying or shortening the time involved in completing domestic tasks, setting priorities for housework, routinizing the schedule of daily events, and negotiating a division of labour with other family members. They also, as noted above, make choices about the amount of time they devote to community activities, leisure, and friendships.
- *Building Networks* – Families turn to their extended family members and friends for assistance if and when available, and rely heavily on supports that are available in the community to help balance their needs, such as support programs for individuals with disabilities. The degree to which they can acquire external supports, however, is largely contingent on the supply of these types of services, their location, and their cost.

Workplace Responses

Families and individuals are managing in very stressful times to balance work, family and community demands, often at high personal cost to individuals and family members. They recognize that they can't hope to accomplish everything, nor can they cope single-handedly. Clearly, they need the assistance of employers and governments to achieve a greater measure of control over their time and resources, to pursue paid employment and fulfill personal goals.

Employers' response has been sporadic and slow, particularly at a time when economic restructuring and workplace re-engineering has taken a heavy toll on both employers and employees. There is continuing reluctance on the part of many managers to acknowledge the interconnection between work, family and community. Many people also hold dated ideas about Canadian families or they assume that families have an infinite ability to absorb the costs of economic and social change. Research is conclusive in this regard: the best way to create greater employee satisfaction is to create better-quality jobs and more supportive workplaces.

- *Workplace Flexibility* – Time and again, surveys reveal that employees – especially women – are very interested in flexible work arrangements. Research has shown that stress at work is tied not only to the actual number of hours worked, but also the time when those hours are worked and the place where those hours are worked. Policies such as flextime, compressed work weeks, regular part-time work, job sharing, work at home, telework, reduced work weeks with prorated benefits, are all strategies for balancing work, family and community that benefit employees and employers. The research literature points out that flexible working arrangements afford employees greater control over their work and family lives, and result in reduced work-family conflict, improved morale, higher retention, increased productivity and lower absenteeism.

Yet formal flextime is still not widely available to Canadians. The 1995 Survey of Work Arrangements found that flextime is available to only one in four Canadian workers, while one in five work part-time, and one in 10 have access to telework. Access to work-life programs such as flextime tend to be the privilege of a select group of professional and managerial workers who have the leverage to obtain flexible work arrangements.

- *Family Leave Policies* – The availability of corporate policies is uneven. Access to these types of benefits depends largely on the job type, industry, firm size, and unionization. Employees in small- and medium-sized firms are much less likely to have access to leave programs than employees from large firms. The growth of non-standard work and privatization signals a further erosion of existing benefits. Reforms to Employment Insurance, including tighter eligibility and reduced benefits, have also negatively impacted private maternal and parental leave provisions which are linked to access to the public program.
- *Workplace Family Services* – In Canada, a number of firms are experimenting with different types of support, ranging from counselling services, emergency referral services (e.g., for elder care), on-site programs (e.g., child care), and health and wellness programs (e.g., health risk assessments). For the most part, organizations have been very slow to develop these types of supports. A Conference Board of Canada survey found that fewer than 5 per cent of employers reported having on-site child care, while less than one in 10 (8 per cent) provided information and referral regarding child care or adult dependent care. Not surprisingly, only larger firms tend to be active in this area.
- *Supportive Management* – Work-life policies have little impact, research shows, if managers are not on side. The degree of flexibility within organizations has much more to do with supportive managers than with formal policies and programs. As a result, there tends to be tremendous variation within organizations because supervisors act as gatekeepers to the benefits available. According to the literature, training managers is critical to the success of work-life programs and in creating a supportive work environment more generally.
- *Are Work-Life Programs Effective?* – Introducing work-life programs is the “right” thing to do to help employees balance work-family-community

commitments. But, it is also the most “cost-effective” thing to do as well according to a growing body of Canadian and American research. Research indicates that these programs have positive effects on employees’ perceptions of control over work and family matters. Greater control has been found to lead to lower levels of work-family-community conflict, job dissatisfaction, depression, and other mental and physical health problems.

One study sponsored by the Conference Board of Canada, for instance, found work-life programs were “somewhat” or “very” effective among companies surveyed: 62 per cent cited increased employee morale; 56 per cent, reduced stress; 43 per cent, reduced absenteeism; and 32 per cent cited increased productivity. A study by the Economic Policy Institute in Washington found that family-supportive programs contributed to employees’ positive perception of their families, which in turn increased worker’s commitment to the job, reduced stress on the job, and the extent to which stress spilled over from the job to their home lives.

Conclusion

The problems Canadians experience trying to integrate their work, family and community lives are well-understood. Existing approaches on the part of families and employers are clearly inadequate in providing needed support. In large part, problems stem from the assumption that families can and should struggle with work, family and community demands on their own. In the face of dramatic increases in the number of dual-earner and single-parent families, family members, and women in particular, are struggling with unrealistic demands on their time and resources. The variation in responses across Canada results in tremendous inequity among workers. Clearly much remains to be done to improve the lot of Canadian workers and their families. The long-term social and economic costs of neglecting today’s problems are steep.

*For more information on
The Canadian Council on Social Development, visit:*

Website at: <http://www.ccsd.ca>

CANADIAN LABOUR LAWS

Adopted Bills, Regulations and Other Statutory Instruments

Michel Gauvin
Strategic Policy and Partnerships
Labour Program, Human Resources Development Canada

A current comprehensive report on the legislation in Canada dealing with family-related and other leaves was recently produced by the Labour Program of Human Resources Development Canada. To access this report, please visit the Labour Program Web site at: <http://labour.hrdc-drhc.gc.ca/>, click on "Canadian Labour Law Information" and then on "Employment Standards Legislation in Canada".

This documentation deals with private sector employment standards in Canada. It sets out the federal, provincial and territorial legislative provisions dealing with the statutory school-leaving age, the minimum age for employment, hours of work and overtime pay, minimum wages, equal pay, the weekly rest-day, general holidays with pay, annual vacations with pay, parental leave, and individual and group terminations of employment.

YESTERDAY AND TODAY

Union Organizing and Raiding

Suzanne Payette
Workplace Information Directorate
Labour Program, Human Resources Development Canada

Fifty Years Ago...

The Labour Gazette reported that a "no-raiding" agreement was negotiated between two of the largest United States labour unions, the International Association of Machinists and the United Auto Workers. In its preamble, the agreement cites the objective of "maximum labour solidarity, organization of the unorganized and the ultimate achievement of a united labour movement". Where one of the named organizations has established a contractual relationship with an employer ... the other shall not ... disturb the relationship. In unorganized plants, both organizations are free to conduct organizational

campaigns... but not seek to gain an organizational advantage by tactics and methods which in the long run are detrimental to the overall interests of the labour movement.

Today...

The Canadian Labour Congress has integrated "no-raiding" guidelines in its constitution and monitors such activities in the overall interest of the labour movement.

INFORMATION PRODUCTS AND CLIENT SERVICES

Client Services

The Workplace Information Directorate is your source for up-to-date, customized information on industrial relations and collective bargaining.

By meeting your specific research needs, we can assist you in preparing for the resolution of issues at the bargaining table. We can also help you keep abreast of developments in the industrial relations field through our information service and publications. Our resources are used by negotiators, researchers, economists, consultants, journalists, teachers and many others.

Wage Settlements Bulletin

A monthly publication providing the most up-to-date information and analysis of major wage developments in collective bargaining in Canada. The Bulletin is a valuable and recognized reference source providing statistical and analytical information illustrated with useful charts and tables on recent wage developments in Canada. The aggregate data and details are published in the following groupings: public and private sectors, regions and jurisdictions, and major industry groups. Annual subscription: Canada, \$200 plus 7% GST (\$214); other countries, U.S. \$200. (Available by fax or by mail).

Workplace Gazette

A quarterly publication providing data on wage adjustments from major collective bargaining settlements by public and private sectors, by region, by jurisdiction and by major industry; detailed analysis of selected provisions in major agreements; information on innovative workplace practices in Canada resulting from collective bargaining; a quarterly calendar of major collective agreement expiries and reopeners; and, a chronological perspective on work stoppages in Canada. It also features articles or case studies on pertinent industrial relations matters. Annual subscription: Canada, \$125 plus 7% GST (\$133.75); other countries, U.S. \$125.

Collective Bargaining Bulletin

A monthly publication containing timely information based on recently signed major collective agreements in Canada. The publication focuses on summaries of changes to wages and benefits in selected settlements, the status of key negotiations as well as data on work stoppages in Canada. In addition, a listing of formal and up-to-date reports of major settlements is provided and copies are available by calling the Workplace Information Directorate at 1-800-567-6866 or (819) 997-3117. Annual subscription: Canada, \$50 plus 7% GST (\$53.50); other countries, U.S. \$50.

For further information, contact the Workplace Information Directorate:



1-800-567-6866 or (819) 997-3117



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Fall
2000

Vol. 3, No. 3

- Are Quality Improvement and Downsizing Compatible?
- The Effectiveness of Joint Health and Safety Committees and Safety Training
- Employee Recognition at IBM



Workplace gazette

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*The content of this publication has been prepared by members of
the Social Science Employees Association and the Public Service
Alliance of Canada.*

AT A GLANCE

The *Workplace Gazette* presents a wide range of information and analysis to meet the ever-changing needs of the industrial relations community. Its purpose is to provide a sound base for research in support of the bargaining process.

The *Workplace Gazette* includes information and analysis on wage adjustments, innovative workplace practices, work stoppages, upcoming key negotiations and other related topics.

In this third issue of the new millennium and in celebrating 100 years of labour, an insertion describes a commemorative stamp dedicated on September 1, 2000 by Canada Post.

Section 1

In the Fall issue, Section 1 provides second quarter 2000 data on wage adjustments in major collective agreements, current and historical, by public and private sectors, by region, by jurisdiction and by major industry.

Section 2

Section 2 offers information on major collective agreement expiries and reopeners for October, November and December 2000. Also included is an interesting text covering maternity, adoption and extended parental leave in major collective agreements by jurisdiction in Canada; a statistical analysis of work stoppages for the second quarter of 2000 and recent data is provided on union membership in Canada from an annual survey conducted by the Workplace Information Directorate.

Section 3

Section 3 summarizes innovative practices in the workplace resulting from collective bargaining. There are two case studies and several articles. The first case study describes employee recognition practices at the IBM plant in Bromont while the second case study turns to job sharing as a means of addressing work and family needs in a health care organization in Saskatchewan.

Also within the health sector, with research in Alberta, the first article questions the compatibility of quality improvement and downsizing. A second article presents the results from a survey on the effectiveness of joint health and safety committees and safety training in reducing fatalities and injuries in British Columbia forest products mills. A third article describes changes to Part II of the *Canadian Labour Code* (Bill C-12) and finally, the National Institute of Disability Management and Research suggests procedures for the return to work of disabled employees.

Recent changes in Canadian labour laws gives more detailed amendments to the federal legislation on occupational health and safety (Bill C-12) and the implementation of the Federal budget for 2000 (Bill C-32).

Finally, Yesterday and Today reports on the first conference in Canada in 1950 dealing with profit sharing.

A PORTRAIT OF SUCCESS

*J.P. Surette
Labour Communications
Human Resources Development Canada*

One of the highlights of the Labour Program's 100th anniversary was the unveiling of a commemorative stamp by Canada Post. Fittingly, this new Labour stamp was released to the public on September 1, 2000, just before Labour Day.



"Stamp reproduced courtesy of Canada Post"

The stamp was designed by Paul Hodgson and illustrated by Sandra Dionisi of Toronto. It is a conceptual illustration, combining a contemporary feeling with the "poster style" of art popular during the early years of the 20th century. The illustration highlights the proud role played by both men and women in Canada's labour history and provides a snapshot of the diverse forms of labour that have contributed to the overall development of Canadian society. The vivid colours add to the stamp's modern feel and underscore the historical scope of the Labour Program's activities, from super ministry in the Second World War to integral part of today's information age.

The Department of Labour was established under the *Conciliation Act*, which received Royal Assent on July 18, 1900. The main objectives of the Department at that time were to help settle industrial disputes, to secure fair wages and proper working conditions on public work sites, and to create and produce the *Labour Gazette*, which provided information and statistics on labour issues in Canada.

Although not many people are aware of the historical ties between Canada Post and the Labour Program, the two organizations have joined forces before. From its inception in 1900 until 1909, the newly-formed Department of Labour was under the responsibility of the Postmaster General.

The Labour stamp is a national honour and reason to reflect. Throughout its distinguished history, the Labour Program has promoted safe workplaces and fostered constructive labour-management relations. The dedication of Labour Program employees, along with the support and cooperation of our clients and partners, have been the keys to our success.

The Labour Program has had a proud history and can look forward to a bright future.

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SECTION 1

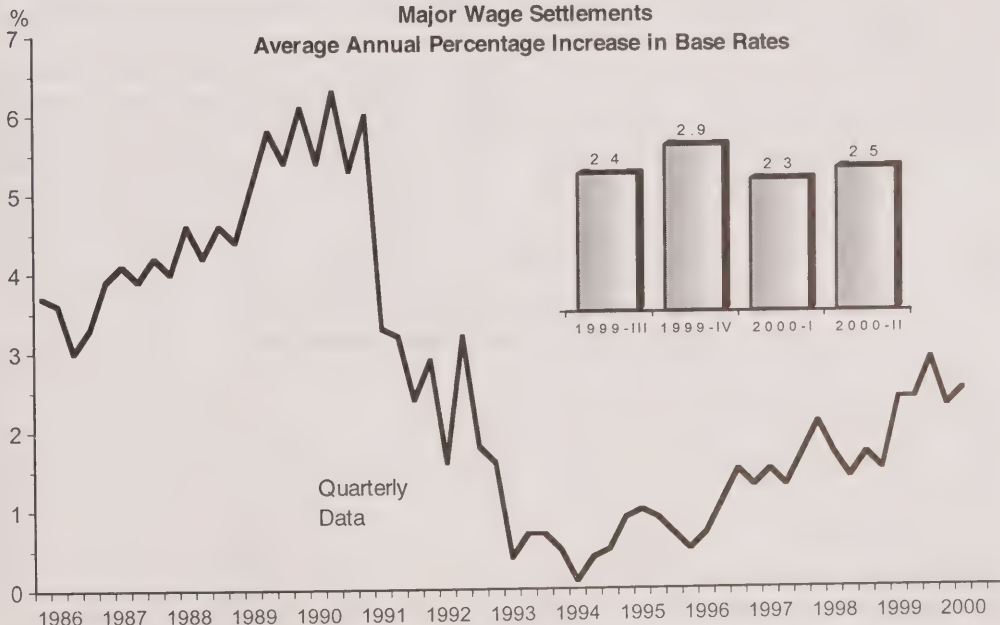
MAJOR WAGE SETTLEMENTS* – SECOND QUARTER 2000

Summary

- Wage increases averaged 2.5 per cent in the second quarter 2000, up slightly from the first quarter average of 2.3 per cent and the 2.2 per cent average for the year 1999
- There were 76 major settlements reached during the second quarter with a coverage of 235,420 employees
- The majority of major settlements (67 per cent) were in the public sector. Public sector increases at 2.5 per cent were slightly above those in the private sector at 2.3 per cent
- The second quarter 2000 results were significantly influenced by settlements in the federal jurisdiction and the Quebec, Ontario and Alberta public sectors
- Wage adjustments were highest in Alberta at 5.8 per cent; the lowest in British Columbia at 0.7 per cent
- Wage adjustments, by industry, were the highest in the services sector at 3.7 per cent, and lowest in primary industries at 1.2 per cent

Chart A

Major Wage Settlements
Average Annual Percentage Increase in Base Rates



Source: Workplace Information Directorate

* Major settlements are those involving bargaining units of 500 or more employees. All wage rate adjustments over the term of these agreements, including those arising from cost-of-living clauses (COLA), are taken into account. The yield of such COLA clauses is estimated on an assumed 2.0 per cent annual increase in the Consumer Price Index.

Overview

Major collective bargaining settlements reached in the **second quarter of the year 2000** provided base-rate wage increases averaging **2.5 per cent** annually over the contract-term. The second-quarter 2000 results are based on a review of the 76 settlements reached in the period, with a coverage of 235,420 employees.

Quarterly average wage increases have remained in the 2.0 to 2.9 per cent range since the second quarter of 1999. The average rose to a recent high of 2.9 per cent in the fourth quarter of 1999 and decreased to 2.3 per cent in the first quarter of 2000.

The second-quarter results were significantly influenced by several Federal public sector agreements providing 120,090 employees with increases averaging 2.0 per cent, and by 11 Alberta public-sector agreements covering 25,190 employees, with above-average wage gains of 5.8 per cent collectively.

When the parties to all the second-quarter 2000 major settlements previously negotiated (with contract durations averaging 29.4 months), the resulting wage adjustments averaged 2.2 per cent, compared to the 2.5 per cent in their current round of settlements.

Employee coverage in the public sector was much larger than in the private sector. **Public-sector** wage

adjustments for 203,950 employees in 51 settlements averaged **2.5 per cent**. In the **private sector**, wage increases for 31,470 employees in 25 agreements averaged **2.3 per cent**. Wage increases in public-sector settlements were slightly higher than those in the private sector. However, by excluding agreements in Alberta (with larger increases), the remaining public sector settlements in all other jurisdictions averaged wage gains of only 2.0 per cent.

On a regional/jurisdictional basis, the largest concentration of employees was in the Federal jurisdiction (54 per cent of total) with wage increases averaging 2.0 per cent. The largest average wage increase was in the Prairie Provinces at 5.1 per cent (mostly due to settlements in Alberta at 5.8 per cent). In descending order of magnitude wage adjustments in the remaining jurisdictions were: Quebec at 2.6 per cent; Ontario at 2.2 per cent; Atlantic Canada at 2.0 per cent, a single multiprovince agreement at 1.8 per cent and British Columbia at 0.7 per cent.

Distribution by Size of Wage Adjustments

The overall size of wage adjustments has trended upwards moderately since 1994. The 2.5 per cent gain in the second quarter of the year 2000 remains well below the most recent annual peak-gain

Table 1
Distribution of Agreements and Employees
by Size of Wage Adjustments, Second Quarter 2000

| Adjustment Range | Agreements | | Employees | |
|------------------|------------|------------|-----------|------------|
| | Number | Percentage | Number | Percentage |
| 0% | 1 | 1.3 | 1,690 | 0.7 |
| >0.0% to 0.9% | 4 | 5.3 | 5,420 | 2.3 |
| 1.0% to 1.9% | 15 | 19.7 | 16,050 | 6.8 |
| 2.0% to 2.9% | 39 | 51.3 | 180,440 | 76.6 |
| 3.0% to 3.9% | 7 | 9.2 | 8,990 | 3.8 |
| 4.0% to 4.9% | 7 | 9.2 | 8,320 | 3.5 |
| 6.0% to 6.9% | 1 | 1.3 | 6,410 | 2.7 |
| 7.0% and more | 2 | 2.6 | 8,100 | 3.4 |
| ALL LEVELS | 76 | 100.0 | 235,420 | 100.0 |

Source: Workplace Information Directorate

of 5.6 per cent in 1990. With the upturn in the size of wage adjustments there has been a corresponding decline in the incidence of wage freezes and wage cuts. In 1994, nearly two-thirds of all employees were subject to wage freezes or cuts; last year, that proportion had dropped to 3.6 per cent of all employees; 0.4 per cent of all employees in three settlements reached in the first half of this year were subject to a wage freeze. There were no wage cuts.

In the second quarter 2000, a very large concentration of employees received wage increases in the 2.0 to 2.9 per cent range. More than three-quarters (76.6 per cent) of all employees obtained wage adjustments in that range. Almost 10 per cent of employees received increases below the 2.0 per cent level and just slightly over 13 per cent of employees received increases of 3.0 per cent or more. Wage increases in second quarter settlements ranged from a wage freeze for 1,690 employees with the Laurentian Bank of Canada, to a high of 8.2 per cent for 6,500 employees with the Provincial Health Authorities of Alberta.

Public and Private Sectors by Region/Jurisdiction

Wage increases in the public sector were slightly higher than those in the private sector. Wage adjustments for 203,950 employees in 51 second-quarter public-sector settlements averaged **2.5 per cent**. In the private sector, wage increases for 31,470 employees in 25 settlements averaged 2.3 per cent. In Alberta, 11 public-sector agreements provided 25,190 employees, with above-average wage gains of 5.8 per cent collectively. However, by excluding agreements in Alberta (with larger increases), the remaining public sector settlements in all other jurisdictions averaged wage gains of only 2.0 per cent.

Employee coverage in the public sector was much larger than in the private sector. Public sector employees accounted for over 86 per cent of total coverage in the second quarter. These results were significantly influenced by eight Federal public sector agreements providing 120,090 employees with increases averaging 2.0 per cent. Employees covered in these eight federal agreements alone accounted for just over half of total coverage for the quarter.

The vast majority of employees (80.6 per cent) covered by second-quarter public-sector contracts, received wage increases in the 2.0 to 2.9 per cent range. Slightly over 7 per cent of employees received increases below the 2.0 per cent level and 12.3 per cent of employees received increases of 3.0 per cent or more. The trend was similar but not as accentuated in the mid-range in the private sector. Here, just over half of employees covered received wage increases in the 2.0 to 2.9 per cent range. Over 27 per cent of employees received adjustments below the 2.0 per cent level and 21 per cent of employees obtained increases of 3.0 per cent or more.

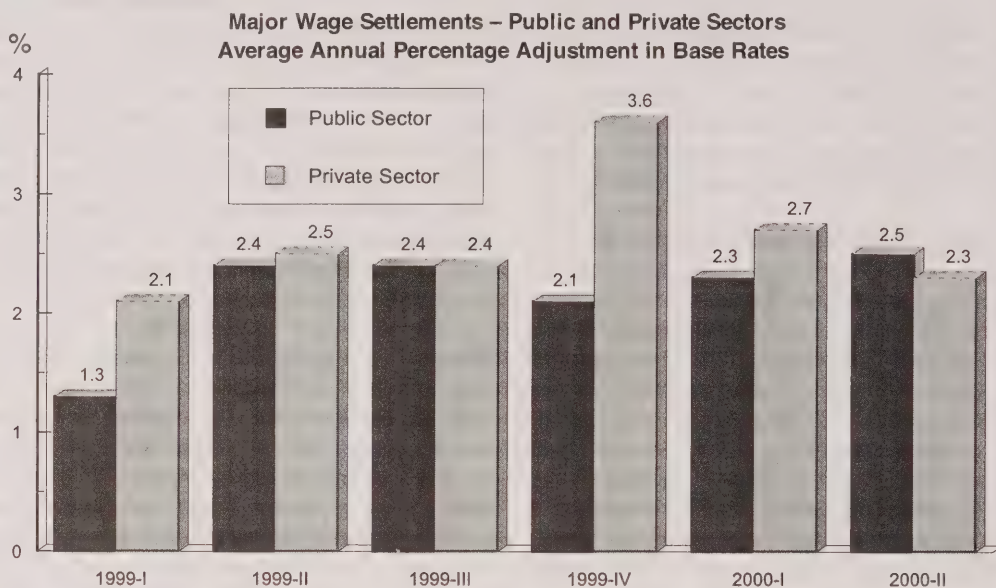
In the Atlantic region, there were only three agreements providing 1,870 employees with wage increases averaging 2.0 per cent. A single private sector agreement in New Brunswick provided 750 employees with wage gains averaging 1.7 per cent. Two public sector agreements in Newfoundland and Prince Edward Island provided 1,120 employees with increases averaging 2.3 and 2.2 per cent, respectively.

In Quebec, 16,420 employees in 12 settlements obtained wage increases averaging 2.6 per cent. Six public-sector agreements provided 10,340 employees with wage gains averaging 2.3 per cent and six private-sector agreements provided 6,080 employees with wage adjustments averaging 3.3 per cent. Of these, approximately 2,800 employees with Nortel in Quebec received increases averaging 3.8 per cent.

In Ontario, wage increases averaged 2.2 per cent for 52,340 employees in 31 agreements. In 18 public-sector settlements, wage gains averaged 2.2 per cent. Four City of Toronto municipal agreements had the largest impact in this sector with 20,000 employees obtaining wage increases averaging 2.5 per cent. Wage increases were only fractionally higher in the private sector with 13 settlements providing 16,670 employees with average gains of 2.3 per cent. Relatively modest increases (1.1 per cent) were obtained by 3,420 mining and smelting employees at INCO Ltd. and two contracts at Bombardier de Havilland provided 4,560 employees with wage gains of 2.1 per cent.

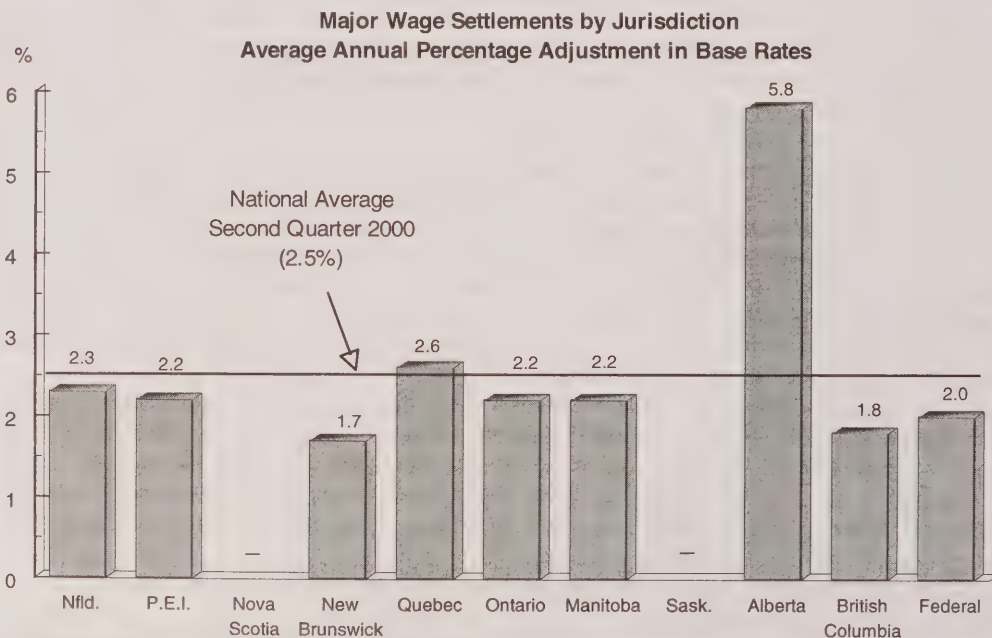
The largest increases were in the Prairie Provinces. Thirteen agreements provided 31,510 employees with increases averaging 5.1 per cent. The majority of these were in Alberta where 11 public sector settlements

Chart B



Source: Workplace Information Directorate

Chart C



Source: Workplace Information Directorate

provided 25,190 employees with increases averaging 5.8 per cent. Wage increases in Alberta have edged up from a low of - 1.6 per cent in 1994 up to 3.0 per cent in 1998, 4.0 per cent in 1999 and 4.9 per cent so far in the first half of 2000. In Manitoba, two public sector agreements provided 6,320 employees with wage gains of 2.2 per cent. There were no major private-sector contract settled in the Prairie Provinces during the second quarter 2000.

The smallest increases were in British Columbia. Four public-sector agreements provided 5,220 employees with modest wage increases averaging 0.7 per cent. It included an agreement with 3,050 post secondary school teachers, also at 0.7 per cent.

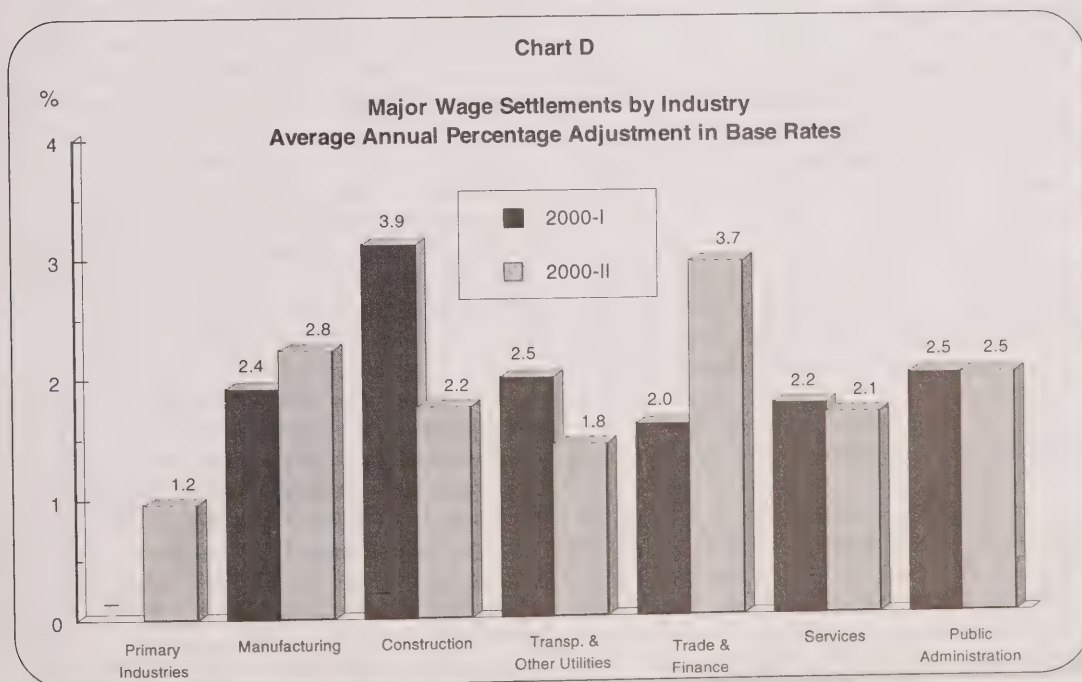
Twelve settlements in the federal jurisdiction provided 127,260 employees with wage increases averaging 2.0 per cent. As mentioned previously, eight public sector contracts covered under the *Public Service Staff Relations Act* were settled, providing 120,090 public servants with wages gains of 2.0 per cent. Four private-sector agreements within the federal jurisdiction

provided 7,170 employees with wage adjustments averaging 1.6 per cent.

A single multiprovince agreement provided 800 employees of Finning Canada with wage increases averaging 1.8 per cent.

Wage Adjustments by Industry

On an industry basis, wage adjustments in the second quarter 2000 were strongly influenced by contracts in **Public Administration**, with 150,090 employees (63.8 per cent of the total) receiving wage adjustments averaging 2.1 per cent. Excluding Public Administration, wage adjustments in all other industries would have reached the 3.3 per cent level. The bulk of employees in this industry division were in the federal public sector, with 119,460 employees averaging 2.0 per cent. Two Government of Canada contracts - program and administration staff (61,580 employees at 2.0 per cent) and custom and revenue employees (39,080 employees at 2.1 per cent) - accounted for 43 per cent of all employees in this quarter.



Source: Workplace Information Directorate

Two **primary industry** contracts, with 4,170 employees, recorded the lowest average increase (1.2 per cent) by industry. The largest increase (3.7 per cent) was in the **services** sector, with 32 agreements and 51,270 employees, largely influenced by 10 Alberta agreements covering 22,490 employees averaging 6.2 per cent; three contracts with the provincial health authorities in Alberta covering 14,510 employees recorded an average annual increase of 7.5 per cent. In Ontario, 13 agreements in the services sector provided 15,140 employees with wage adjustments averaging 1.9 per cent.

Manufacturing had the second highest level of average wage increases in the second quarter; 16 agreements provided 16,130 employees with wage gains averaging 2.8 per cent. Six of these agreements were in Quebec (6,080 employees at 3.3 per cent) and the other 10 in Ontario (10,050 employees at 2.5 per cent). The transportation equipment group with five contracts and 6,640 employees gained average increases of 2.7 per cent, and in the high tech sector, three agreements, totalling 4,420 employees, received an average increase of 3.3 per cent (including 2,800 Nortel employees at 3.8 per cent).

In **Transportation, Communication and Other Utilities** 8,000 employees in five agreements obtained increases averaging 2.2 per cent. One contract, at Canadian Airlines International, provided 3,820 agents an average annual increase of 2.1 per cent over a duration of 46 months.

Four agreements in **Trade and Finance** averaged 1.8 per cent for 5,760 employees. The Banque Laurentienne of Montréal settlement, involving 1,690 employees, was the only contract with a wage freeze in the second quarter.

First Half of the Year 2000

Base-rate wage increases from major collective bargaining settlements reached in **the first six months of the year 2000** averaged **2.4 per cent**, up slightly from the 2.2 per cent average for 1999. These results for the first half of this year are based on a review of 223 agreements covering 770,820 employees.

In the **public sector**, wage adjustments for 696,760 employees in 170 settlements averaged

2.4 per cent, up from 1.9 per cent in 1999. **Private sector** wage increases for only 74,060 employees in 53 agreements averaged 2.5 per cent, down from last year's average of 2.6 per cent. Private sector increases were only slightly higher than those in the public sector. However there were a very large number of important public sector settlements in Quebec, Ontario, Alberta and the Federal jurisdiction. Employee coverage in the public sector was much larger than in the private sector.

On an industry basis, the largest increases were in the **Construction sector** at 3.9 per cent but this figure is based on relatively few agreements (5) covering 7,300 employees. The smallest figure at 1.2 per cent, was in **Primary Industries**, but this too was based on only two agreements covering 4,170 employees. The largest concentration of employees was in the **Services sector**, comprised entirely of public sector settlements; 122 agreements provided 386,090 employees with wage gains averaging 2.4 per cent. All the remaining industry divisions registered increases in the 1.9 to 2.6 per cent range. In decreasing order of size of wage adjustment, the remaining industry divisions are: **Manufacturing**, 2.6 per cent; **Transportation, Communication and Other Utilities**, 2.6 per cent; **Public Administration**, 2.3 per cent; **Trade and Finance**, 1.9 per cent.

The vast majority of settlements so far this year have increases averaging in the 2.0 to 2.9 per cent range. There were 135 contracts with average annual increases in this range or 60.5 per cent of all agreements this year; these involved 629,850 employees or an impressive 81.7 per cent of all employees covered by year 2000 contracts.

Almost two-thirds (64 per cent) of public-sector agreements (with 85 per cent of public-sector employees) obtained increases in the 2.0 to 2.9 per cent range. Only 6.5 per cent of employees received increases below the 2.0 per cent level and 8.6 per cent of employees received increases of 3.0 per cent or more. Just slightly less than half (49 per cent) of private-sector agreements (52 per cent of private sector employees) obtained wage gains at that level. Approximately 21.2 per cent of employees received increases below the 2.0 per cent level and 26.6 per cent of employees received increases of 3.0 per cent or more.

MAJOR SETTLEMENTS REACHED IN THE SECOND QUARTER 2000

| Industry and Employer | No. of Employees | Average Annual Adjustment | First Year Adjustment | Duration (months) | Expiry Date YY-MM-DD |
|--|------------------|---------------------------|-----------------------|-------------------|----------------------|
| Primary (2 agreements) | 4,170 | 1.2 | 1.6 | 36.0 | |
| INCO Limited, smelting and refinery employees, Sudbury, Ont. | 3,420 | 1.1* | 1.5 | 36 | 2003-05-31 |
| Noranda Mining and Exploration Inc. (Brunswick Mining Division), mine employees, Gloucester County, N.B. | 750 | 1.7* | 1.7 | 36 | 2003-02-28 |
| Manufacturing (16 agreements) | 16,130 | 2.8 | 2.9 | 40.5 | |
| Bombardier de Havilland Inc., office and clerical employees, Downsview, Ont. | 600 | 2.1* | 2.1 | 36 | 2003-06-22 |
| Bombardier de Havilland Inc., production employees, Downsview, Ont. | 3,960 | 2.1* | 2.1 | 36 | 2003-06-22 |
| CAE Electronics Ltd., plant and maintenance employees, St-Laurent, Que. | 750 | 2.9 | 3.0 | 36 | 2003-06-19 |
| C.S. Brooks Canada Inc., production employees, Magog, Que. | 740 | 2.5 | 2.5 | 36 | 2003-02-15 |
| Cadbury Chocolate Canada Inc., production employees, Toronto, Ont. | 550 | 2.3 | 2.5 | 36 | 2002-11-30 |
| Camoplast inc. (Division Roski), production employees, Roxton Falls, Que. | 500 | 2.2 | 2.3 | 36 | 2003-03-02 |
| Cuddy Food Products, plant and maintenance employees, London, Ont. | 800 | 2.0 | 0.0 | 60 | 2005-06-01 |
| Denim Swift (a subsidiary of Dominion Textile Inc.), production employees, Drummondville, Que. | 740 | 4.1 | 7.2 | 36 | 2003-03-16 |
| John Deere Welland Works (of John Deere Limited), plant and maintenance employees, Welland, Ont. | 630 | 1.7* | 3.2 | 36 | 2004-09-30 |
| Kellogg Canada Inc., plant and maintenance employees, London, Ont. | 560 | 2.1 | 2.0 | 36 | 2003-04-16 |
| Kruger inc., plant and maintenance employees, Trois-Rivières, Que. | 550 | 1.9 | 0.0 | 72 | 2004-04-30 |
| Lear Corporation, plant and maintenance employees, Oakville, Ont. | 560 | 4.8* | 4.6 | 36 | 2003-03-29 |
| Mackie Automotive Systems, production employees, Whitby, Ont. | 720 | 3.0 | 3.1 | 36 | 2003-05-25 |
| Northern Telecom Canada Limited (Nortel), hourly-rated employees, Montréal, Que. | 2,800 | 3.8* | 4.1 | 48 | 2004-02-28 |
| SCI Brockville Corporation, plant and maintenance employees, Brockville, Ont. | 870 | 2.0 | 2.0 | 36 | 2003-05-11 |
| TRW Canada Limited, Linkage and Suspension Division, plant and maintenance employees, St. Catharines, Ont. | 800 | 4.3* | 4.5 | 36 | 2003-04-30 |
| Transportation, Communication and Other Utilities (5 agreements) | 8,000 | 2.2 | 2.5 | 46.8 | |
| Canadian Airlines International Ltd., passenger agents, system-wide | 3,820 | 2.1 | 3.0 | 46 | 2004-03-27 |
| Maritime Employers Association, longshoremen, Montréal, Que. | 760 | 2.4 | 2.0 | 72 | 2003-12-31 |
| Montreal Urban Community Transit Commission, mechanics, Montréal, Que. | 2,010 | 2.7 | 2.0 | 36 | 2003-01-09 |
| Newfoundland and Labrador Hydro, plant and maintenance employees, province-wide, Nfld. | 510 | 2.3 | 2.0 | 36 | 2002-03-31 |
| Transport Cabano-Kingsway Inc., truck drivers, province-wide Ont., Que., and Maritimes | 900 | 1.7* | 2.0 | 59 | 2005-05-16 |

* Agreement with cost-of-living allowances (COLA) calculated at a projected 2.0 per cent inflation rate.

| Industry and Employer | No. of Employees | Average Annual Adjustment | First Year Adjustment | Duration (months) | Expiry Date YY-MM-DD |
|--|------------------|---------------------------|-----------------------|-------------------|----------------------|
| Trade and Finance (4 agreements) | 5,760 | 1.8 | 1.4 | 35.3 | |
| Finning (Canada), Division of Finning International Ltd., service and maintenance employees, province-wide, B.C. | 800 | 1.8 | 1.0 | 36 | 2003-04-14 |
| Great Atlantic and Pacific Company of Canada, Limited (Food Basics), retail employees, province-wide, Ont. | 2,200 | 2.7 | 1.9 | 48 | 2004-01-31 |
| Laurentian Bank of Canada and Laurentian Trust of Canada, administrative services employees, Montréal, Que. and Ottawa, Ont. | 1,690 | 0.0 | 0.0 | 18 | 2001-06-30 |
| Manitoba Public Insurance Corporation, office and clerical employees, province-wide, Man. | 1,070 | 2.7* | 3.0 | 36 | 2002-09-21 |
| Community, Business and Personal Services (32 agreements) | 51,270 | 3.7 | 3.5 | 30.4 | |
| Algoma District School Board, educational services, Sault Ste. Marie, Ont. | 690 | 2.6 | 2.0 | 48 | 2003-08-31 |
| Atomic Energy of Canada Limited, engineers, Mississauga, Ont. | 630 | 3.3 | 3.0 | 36 | 2002-12-31 |
| B.C. Institute of Technology, instructors/tutors/lecturers, Burnaby, B.C. | 600 | 0.7 | 0.0 | 36 | 2001-06-30 |
| Board of School Trustees, School District No. 61, office and clerical employees, Victoria, B.C. | 920 | 1.0 | 0.0 | 24 | 2001-12-31 |
| Board of School Trustees, School District No. 68, office and clerical employees, Nanaimo, B.C. | 650 | 0.6 | 0.0 | 42 | 2001-12-31 |
| Board of Trustees of the Calgary Board of Education, building maintenance, Calgary, Alta. | 620 | 1.9 | 2.5 | 56 | 2003-08-31 |
| Capital Health Authority, non-medical employees, Edmonton, Alta. | 1,940 | 4.0 | 4.0 | 24 | 2002-03-31 |
| Capital Health Authority (University of Alberta Hospital), non-medical employees, Edmonton, Alta. | 2,000 | 4.0 | 4.0 | 24 | 2002-03-31 |
| Chinook's Edge School Division No. 73, elementary and secondary teachers, Red Deer, Alta. | 620 | 3.8 | 3.8 | 12 | 2001-08-31 |
| City of Toronto, health professionals, Toronto, Ont. | 1,600 | 2.5 | 2.0 | 36 | 2001-12-31 |
| Comité patronal de négociation des collèges, educational services, province-wide, Que. | 1,020 | 2.2 | 1.5 | 48 | 2002-06-30 |
| Comité patronal de négociation secteur santé et services sociaux, health and social care professionals, province-wide, Que. | 3,490 | 2.2 | 1.5 | 48 | 2002-06-30 |
| Comité patronal de négociation secteur santé et services sociaux, technical employees, province-wide, Que. | 2,670 | 2.3 | 1.5 | 48 | 2002-06-30 |
| Government of Prince Edward Island, office and clerical employees, province-wide, P.E.I. | 610 | 2.2 | 2.0 | 36 | 2002-06-30 |
| Halton Catholic District School Board, elementary teachers, Burlington, Ont. | 930 | 1.5 | 2.0 | 24 | 2002-08-31 |
| Halton District School Board, elementary teachers, Burlington, Ont. | 1,430 | 2.5 | 2.5 | 12 | 2001-08-31 |
| Niagara Catholic District School Board, elementary teachers, Welland, Ont. | 820 | 1.5 | 2.0 | 24 | 2002-08-31 |
| Pinkerton's of Canada Limited, security guards, province-wide, Ont. | 1,000 | 3.6 | 4.3 | 35 | 2003-05-31 |
| Post-Secondary Employers' Association, support employees, province-wide, B.C. | 3,050 | 0.7 | 0.0 | 36 | 2001-03-31 |

* Agreement with cost-of-living allowances (COLA) calculated at a projected 2.0 per cent inflation rate.

| Industry and Employer | No. of Employees | Average Annual Adjustment | First Year Adjustment | Duration (months) | Expiry Date YY-MM-DD |
|--|---------------------|---------------------------------|--------------------------|----------------------|-------------------------|
| Community, Business and Personal Services (continued) | | | | | |
| Provincial Health Authorities of Alberta, nursing assistants, province-wide, Alta. | 6,500 | 8.2 | 8.2 | 24 | 2002-03-31 |
| Provincial Health Authorities of Alberta, para-medical professional employees, province-wide, Alta. | 6,410 | 6.8 | 7.1 | 24 | 2002-03-31 |
| Provincial Health Authorities of Alberta (Long-Term Care), nursing assistants, Edmonton, Alta. | 1,600 | 7.2 | 8.1 | 27 | 2002-06-30 |
| Queen's University, professors, Kingston, Ont. | 850 | 1.7 | 1.7 | 12 | 2001-04-30 |
| Red Deer Public School District No. 104, elementary and secondary teachers, Red Deer, Alta. | 520 | 3.0 | 3.0 | 12 | 2001-08-31 |
| Sisters of Charity of Ottawa Health Service Inc. health services employees, Ottawa, Ont. | 900 | 1.0 | 0.0 | 48 | 2002-03-31 |
| Thames Valley District School Board, educational services, London, Ont. | 610 | 1.9 | 1.5 | 19 | 2001-12-31 |
| Thames Valley District School Board, occasional teachers, London, Ont. | 1,120 | 0.1 | 0.0 | 24 | 2000-08-31 |
| The Board of Governors of Mount Royal College, instructors/tutors/lecturers, Calgary, Alta. | 530 | 4.0 | 3.5 | 24 | 2001-06-30 |
| University of Alberta, professors, Edmonton, Alta. | 1,750 | 4.0 | 4.0 | 24 | 2002-06-30 |
| University of Ottawa, teaching assistants, Ottawa, Ont. | 1,100 | 2.8 | 0.0 | 63 | 2002-08-31 |
| University of Western Ontario, instructors/tutors/lecturers, London, Ont. | 1,250 | 2.4 | 1.0 | 48 | 2002-06-30 |
| York Catholic District School Board, elementary and secondary teachers, Aurora, Ont. | 2,840 | 1.5 | 1.5 | 12 | 2001-08-31 |
| Public Administration (17 agreements) | 50,090 | 2.1 | 2.2 | 17.7 | |
| Canada Customs and Revenue Agency, administrative and support employees, Canada-wide | 39,080 | 2.1 | 2.7 | 16 | 2000-10-31 |
| Canadian Food Inspection Agency, scientific and other professionals, Canada-wide | 630 | 2.0 | 2.0 | 12 | 2000-09-30 |
| City of Calgary, inside employees, Calgary, Alta. | 2,700 | 3.2 | 3.0 | 24 | 2001-12-31 |
| City of London, inside employees, London, Ont. | 670 | 2.4 | 2.5 | 36 | 2002-12-31 |
| City of Toronto, inside employees, Toronto, Ont. | 10,000 | 2.5 | 2.0 | 36 | 2001-12-31 |
| City of Toronto, inside and outside employees, Toronto, Ont. | 900 | 2.5 | 2.0 | 36 | 2001-12-31 |
| City of Toronto, recreational employees, Toronto, Ont. | 7,500 | 2.5 | 2.0 | 36 | 2001-12-31 |
| City of Winnipeg, inside employees, Winnipeg, Man. | 5,250 | 2.1* | 2.3 | 36 | 2002-12-25 |
| Communications Security Establishment.DND, administrative services employees, Ottawa, Ont. | 550 | 2.0 | 2.0 | 12 | 2001-02-09 |
| Government of Canada, administrative and support employees, Canada-wide | 61,580 | 2.0 | 2.0 | 12 | 2000-06-20 |
| Government of Canada, firefighters, Canada-wide | 14,350 | 2.0 | 2.0 | 12 | 2000-08-04 |
| Government of Canada, scientific and other professionals, Canada-wide | 2,500 | 2.0 | 2.0 | 12 | 2000-09-30 |
| Government of Canada, ship maintenance, Halifax, N.S. | 770 | 2.0 | 2.0 | 12 | 2000-12-31 |

* Agreement with cost-of-living allowances (COLA) calculated at a projected 2.0 per cent inflation rate.

| Industry and Employer | No. of Employees | Average Annual Adjustment | First Year Adjustment | Duration (months) | Expiry Date YY-MM-DD |
|---|---------------------|---------------------------------|--------------------------|----------------------|-------------------------|
| Public Administration (continued) | | | | | |
| Montreal Urban Community, school crossing guards, Montréal, Que. | 510 | 1.5 | 0.0 | 60 | 2002-08-14 |
| Ontario Property Assessment Corporation, administrative and support employees, province-wide, Ont. | 1,900 | 2.3 | 2.0 | 36 | 2002-12-31 |
| The Construction Commission of Quebec, office and clerical employees, province-wide, Que. | 640 | 2.0 | 1.5 | 24 | 2000-12-31 |
| Waterloo Regional Police Services Board, police officers, Waterloo, Ont. | 560 | 2.8 | 2.5 | 30 | 2001-12-31 |
| Agreements with COLA (11 agreements) | 20,740 | 2.3 | 2.5 | 38.6 | |
| Agreements without COLA (65 agreements) | 214,680 | 2.5 | 2.5 | 22.4 | |
| All agreements (76 agreements) | 235,420 | 2.5 | 2.5 | 23.8 | |

Source: Workplace Information Directorate

The Collective Bargaining Bulletin, a monthly publication, contains a listing of formal and up-to-date summaries of the major settlements shown above.

*Copies of these settlement summaries are available by calling the
Workplace Information Directorate at 1-800-567-6866 or Client Services at (819) 997-3117
or E-mail: wid-imt@hrdc-drhc.gc.ca
or Internet: <http://labour.hrdc-drhc.gc.ca>*

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* Cost-of-Living Allowance (COLA) formulae are quantified using a combination of the latest relevant Consumer Price Index (CPI) data available and/or a projected CPI increase of 2.0 per cent. Consult the Technical Notes for information on the calculation of the yield from COLA increases, and definitions of the industry and sector divisions used in this publication.

Table A-1

**Effective Wage Adjustment in Base Rates, Number of Agreements and Employees Covered,
by Year and Quarter**

| | 1997 | 1998 | 1999 | 1999 | | 2000 | |
|--------------------------------------|-------|-------|-------|-------|-------|-------|-------|
| | | | | 3 | 4 | 1 | 2 |
| All Industries | | | | | | | |
| Wage Adjustment (%) | 1.5 | 1.7 | 2.2 | 2.4 | 2.9 | 2.3 | 2.5 |
| Number of Agreements | 378 | 400 | 371 | 75 | 64 | 147 | 76 |
| Number of Employees (000's) | 692.7 | 918.0 | 817.7 | 177.5 | 124.2 | 535.4 | 235.4 |
| Private Sector | | | | | | | |
| Wage Adjustment (%) | 1.8 | 1.8 | 2.6 | 2.4 | 3.6 | 2.7 | 2.3 |
| Number of Agreements | 157 | 180 | 155 | 41 | 30 | 28 | 25 |
| Number of Employees (000's) | 321.7 | 272.4 | 311.3 | 126.5 | 65.9 | 42.6 | 31.5 |
| Public Sector | | | | | | | |
| Wage Adjustment (%) | 1.1 | 1.6 | 1.9 | 2.4 | 2.1 | 2.3 | 2.5 |
| Number of Agreements | 221 | 220 | 216 | 34 | 34 | 119 | 51 |
| Number of Employees (000's) | 371.0 | 645.7 | 506.4 | 51.0 | 58.3 | 492.8 | 204.0 |
| Federal Administration | | | | | | | |
| Wage Adjustment (%) | 3.2 | 2.2 | 2.9 | 2.1 | 2.0 | 2.0 | 2.0 |
| Number of Agreements | 1 | 16 | 10 | 1 | 1 | 6 | 7 |
| Number of Employees (000's) | 8.7 | 124.2 | 53.2 | 0.5 | 9.0 | 19.9 | 119.5 |
| Federal Crown Corporations | | | | | | | |
| Wage Adjustment (%) | 1.4 | 2.2 | 2.2 | 1.6 | - | 2.2 | 3.3 |
| Number of Agreements | 8 | 7 | 6 | 1 | - | 2 | 1 |
| Number of Employees (000's) | 65.4 | 8.3 | 19.8 | 3.2 | - | 46.0 | 0.6 |
| Provincial Administration | | | | | | | |
| Wage Adjustment (%) | 1.1 | 1.7 | 1.6 | 1.6 | 1.5 | 2.6 | 2.6 |
| Number of Agreements | 26 | 30 | 21 | 2 | 2 | 16 | 4 |
| Number of Employees (000's) | 45.1 | 112.2 | 73.9 | 5.4 | 2.8 | 68.4 | 4.1 |
| Local Administration | | | | | | | |
| Wage Adjustment (%) | 1.2 | 1.5 | 2.2 | 2.3 | 2.4 | 2.6 | 2.5 |
| Number of Agreements | 34 | 32 | 34 | 9 | 10 | 4 | 9 |
| Number of Employees (000's) | 43.8 | 48.3 | 44.2 | 13.2 | 15.9 | 12.5 | 30.1 |
| Education, Health and Welfare | | | | | | | |
| Wage Adjustment (%) | 1.0 | 1.4 | 1.8 | 2.6 | 2.2 | 2.2 | 3.7 |
| Number of Agreements | 148 | 133 | 133 | 20 | 17 | 88 | 29 |
| Number of Employees (000's) | 203.6 | 350.7 | 289.9 | 27.7 | 15.8 | 332.8 | 49.1 |
| Public Utilities | | | | | | | |
| Wage Adjustment (%) | 1.6 | 1.4 | 2.1 | 2.7 | 1.8 | 3.9 | 2.3 |
| Number of Agreements | 4 | 2 | 12 | 1 | 4 | 3 | 1 |
| Number of Employees (000's) | 4.4 | 2.1 | 25.3 | 1.0 | 14.9 | 13.2 | 0.5 |

Table A-2

**Effective Wage Adjustment in Base Rates, by Effective Period,
Second Quarter 2000**

| Sector/ Agreement Duration | Number of Agreements | Number of Employees | First 12 Months | Second 12 Months | Third 12 Months | Fourth 12 Months | Average Annual Adjustment | Average Agreement Duration |
|--------------------------------------|----------------------------|---------------------------|-----------------------|------------------------|-----------------------|------------------------|---------------------------------|----------------------------------|
| | | (000's) | (%) | (%) | (%) | (%) | (%) | (Months) |
| All Industries | | | | | | | | |
| 17 Months or Less | 12 | 125.7 | 2.2 | - | - | - | 2.0 | 13.2 |
| 18-29 Months | 15 | 30.2 | 5.0 | 4.9 | - | - | 4.9 | 23.7 |
| 30-41 Months | 32 | 54.8 | 2.1 | 2.1 | 2.6 | - | 2.3 | 35.9 |
| 42 Months or More | 17 | 24.7 | 1.8 | 2.4 | 2.8 | 2.2 | 2.3 | 50.7 |
| All Agreements | 76 | 235.4 | 2.5 | 3.0 | 2.6 | 2.2 | 2.5 | 23.8 |
| Private Sector | | | | | | | | |
| 17 Months or Less | - | - | - | - | - | - | - | - |
| 18-29 Months | 1 | 1.7 | 0.0 | 0.0 | - | - | 0.0 | 18.0 |
| 30-41 Months | 17 | 18.0 | 2.6 | 2.3 | 2.0 | - | 2.3 | 35.9 |
| 42 Months or More | 7 | 11.8 | 2.6 | 2.7 | 2.8 | 1.9 | 2.6 | 51.7 |
| All Agreements | 25 | 31.5 | 2.4 | 2.3 | 2.4 | 1.9 | 2.3 | 40.9 |
| Public Sector | | | | | | | | |
| 17 Months or Less | 12 | 125.7 | 2.2 | - | - | - | 2.0 | 13.2 |
| 18-29 Months | 14 | 28.5 | 5.3 | 5.2 | - | - | 5.2 | 24.1 |
| 30-41 Months | 15 | 36.9 | 1.9 | 2.0 | 2.8 | - | 2.3 | 35.9 |
| 42 Months or More | 10 | 12.9 | 1.2 | 2.2 | 2.8 | 2.5 | 2.1 | 49.8 |
| All Agreements | 51 | 204.0 | 2.5 | 3.2 | 2.8 | 2.5 | 2.5 | 21.2 |
| Federal Administration | | | | | | | | |
| 17 Months or Less | 7 | 119.5 | 2.2 | - | - | - | 2.0 | 13.3 |
| 18-29 Months | - | - | - | - | - | - | - | - |
| 30-41 Months | - | - | - | - | - | - | - | - |
| 42 Months or More | - | - | - | - | - | - | - | - |
| All Agreements | 7 | 119.5 | 2.2 | - | - | - | 2.0 | 13.3 |
| Federal Crown Corporations | | | | | | | | |
| 17 Months or Less | - | - | - | - | - | - | - | - |
| 18-29 Months | - | - | - | - | - | - | - | - |
| 30-41 Months | 1 | 0.6 | 3.0 | 4.0 | 3.0 | - | 3.3 | 36.0 |
| 42 Months or More | - | - | - | - | - | - | - | - |
| All Agreements | 1 | 0.6 | 3.0 | 4.0 | 3.0 | - | 3.3 | 36.0 |
| Provincial Administration | | | | | | | | |
| 17 Months or Less | - | - | - | - | - | - | - | - |
| 18-29 Months | 2 | 1.2 | 2.4 | 3.4 | - | - | 2.9 | 24.0 |
| 30-41 Months | 2 | 3.0 | 2.4 | 2.3 | 2.7 | - | 2.5 | 36.0 |
| 42 Months or More | - | - | - | - | - | - | - | - |
| All Agreements | 4 | 4.1 | 2.4 | 2.6 | 2.7 | - | 2.6 | 32.6 |
| Local Administration | | | | | | | | |
| 17 Months or Less | - | - | - | - | - | - | - | - |
| 18-29 Months | 1 | 2.7 | 3.0 | 3.5 | - | - | 3.2 | 24.0 |
| 30-41 Months | 7 | 26.9 | 2.1 | 2.2 | 2.9 | - | 2.4 | 35.9 |
| 42 Months or More | 1 | 0.5 | 0.0 | 2.0 | 1.6 | 2.0 | 1.5 | 60.0 |
| All Agreements | 9 | 30.1 | 2.1 | 2.3 | 2.9 | 2.0 | 2.5 | 35.2 |
| Education, Health and Welfare | | | | | | | | |
| 17 Months or Less | 5 | 6.3 | 2.1 | - | - | - | 2.1 | 12.0 |
| 18-29 Months | 11 | 24.6 | 5.6 | 5.5 | - | - | 5.5 | 24.1 |
| 30-41 Months | 4 | 5.9 | 0.8 | 0.8 | 2.3 | - | 1.3 | 36.0 |
| 42 Months or More | 9 | 12.4 | 1.2 | 2.2 | 2.9 | 2.5 | 2.1 | 49.4 |
| All Agreements | 29 | 49.1 | 3.5 | 3.9 | 2.7 | 2.5 | 3.7 | 30.4 |
| Public Utilities | | | | | | | | |
| 17 Months or Less | - | - | - | - | - | - | - | - |
| 18-29 Months | - | - | - | - | - | - | - | - |
| 30-41 Months | 1 | 0.5 | 2.0 | 2.0 | 3.0 | - | 2.3 | 36.0 |
| 42 Months or More | - | - | - | - | - | - | - | - |
| All Agreements | 1 | 0.5 | 2.0 | 2.0 | 3.0 | - | 2.3 | 36.0 |

Table B-1

**Effective Wage Adjustment in Base Rates, by Major Industry Division,
with and without COLA, by Year and Quarter**

| | 1997 | 1998 | 1999 | 1999 | | 2000 | |
|--|------|------|------|------|-----|------|-----|
| | | | | 3 | 4 | 1 | 2 |
| | (%) | (%) | (%) | (%) | (%) | (%) | (%) |
| All Industries | | | | | | | |
| Agreements without COLA | 1.4 | 1.6 | 2.0 | 2.1 | 2.2 | 2.4 | 2.5 |
| Agreements with COLA | 1.8 | 2.6 | 3.3 | 3.9 | 4.2 | 2.2 | 2.3 |
| All Agreements | 1.5 | 1.7 | 2.2 | 2.4 | 2.9 | 2.3 | 2.5 |
| Primary Industry | | | | | | | |
| Agreements without COLA | 1.9 | 1.1 | 1.8 | 0.9 | - | - | - |
| Agreements with COLA | 1.9 | - | 2.4 | 2.3 | 2.2 | - | 1.2 |
| All Agreements | 1.9 | 1.1 | 2.1 | 1.6 | 2.2 | - | 1.2 |
| Manufacturing | | | | | | | |
| Agreements without COLA | 2.1 | 0.9 | 1.8 | 2.0 | 2.3 | 2.6 | 2.5 |
| Agreements with COLA | 2.7 | 2.8 | 4.0 | 4.1 | 4.5 | 2.2 | 3.0 |
| All Agreements | 2.3 | 1.4 | 3.3 | 3.3 | 4.3 | 2.4 | 2.8 |
| Construction | | | | | | | |
| Agreements without COLA | 1.6 | 2.4 | 2.0 | 1.4 | - | 3.9 | - |
| Agreements with COLA | - | 3.0 | - | - | - | - | - |
| All Agreements | 1.6 | 2.4 | 2.0 | 1.4 | - | 3.9 | - |
| Transportation, Communication and Other Utilities | | | | | | | |
| Agreements without COLA | 1.7 | 1.9 | 2.5 | 3.3 | 2.2 | 3.2 | 2.3 |
| Agreements with COLA | 1.5 | 1.9 | 2.2 | 3.6 | 2.3 | 2.2 | 1.7 |
| All Agreements | 1.6 | 1.9 | 2.4 | 3.3 | 2.2 | 2.6 | 2.2 |
| Trade; Finance, Insurance and Real Estate | | | | | | | |
| Agreements without COLA | 1.7 | 1.5 | 1.8 | 1.9 | 2.2 | 2.0 | 1.6 |
| Agreements with COLA | 1.6 | 2.6 | 0.6 | - | - | - | 2.7 |
| All Agreements | 1.7 | 1.5 | 1.5 | 1.9 | 2.2 | 2.0 | 1.8 |
| Community, Business and Personal Services | | | | | | | |
| Agreements without COLA | 1.0 | 1.4 | 1.8 | 2.5 | 2.3 | 2.2 | 3.7 |
| Agreements with COLA | 1.6 | 0.9 | - | - | - | - | - |
| All Agreements | 1.0 | 1.4 | 1.8 | 2.5 | 2.3 | 2.2 | 3.7 |
| Public Administration | | | | | | | |
| Agreements without COLA | 1.3 | 1.8 | 2.2 | 2.2 | 2.2 | 2.5 | 2.1 |
| Agreements with COLA | - | - | 2.3 | - | - | - | 2.1 |
| All Agreements | 1.3 | 1.8 | 2.2 | 2.2 | 2.2 | 2.5 | 2.1 |

Table B-2

**Number of Agreements and Employees Covered, by Major Industry Division,
with and without COLA, by Year and Quarter**

| | 1997 | | 1998 | | 1999 | |
|--|----------------------------|---------------------------|----------------------------|---------------------------|----------------------------|---------------------------|
| | Number of Agreements | Number of Employees | Number of Agreements | Number of Employees | Number of Agreements | Number of Employees |
| | (000's) | | (000's) | | (000's) | |
| All Industries | | | | | | |
| Agreements without COLA | 342 | 580.7 | 363 | 884.4 | 326 | 711.6 |
| Agreements with COLA | 36 | 112.0 | 37 | 33.6 | 45 | 106.1 |
| All Agreements | 378 | 692.7 | 400 | 918.0 | 371 | 817.7 |
| Primary Industry | | | | | | |
| Agreements without COLA | 3 | 2.3 | 2 | 1.8 | 4 | 2.9 |
| Agreements with COLA | 5 | 8.3 | - | - | 4 | 3.8 |
| All Agreements | 8 | 10.6 | 2 | 1.8 | 8 | 6.7 |
| Manufacturing | | | | | | |
| Agreements without COLA | 42 | 50.2 | 47 | 60.7 | 45 | 33.1 |
| Agreements with COLA | 20 | 22.1 | 26 | 24.4 | 29 | 70.8 |
| All Agreements | 62 | 72.3 | 73 | 85.1 | 74 | 103.9 |
| Construction | | | | | | |
| Agreements without COLA | 32 | 104.8 | 45 | 93.8 | 21 | 97.8 |
| Agreements with COLA | - | - | 3 | 2.2 | - | - |
| All Agreements | 32 | 104.8 | 48 | 96.0 | 21 | 97.8 |
| Transportation, Communication and Other Utilities | | | | | | |
| Agreements without COLA | 27 | 67.6 | 40 | 79.9 | 45 | 110.3 |
| Agreements with COLA | 5 | 59.5 | 3 | 4.0 | 10 | 25.6 |
| All Agreements | 32 | 127.1 | 43 | 83.9 | 55 | 136.0 |
| Trade; Finance, Insurance and Real Estate | | | | | | |
| Agreements without COLA | 29 | 56.2 | 17 | 25.5 | 12 | 13.2 |
| Agreements with COLA | 4 | 18.7 | 2 | 1.3 | 1 | 5.2 |
| All Agreements | 33 | 74.9 | 19 | 26.8 | 13 | 18.4 |
| Community, Business and Personal Services | | | | | | |
| Agreements without COLA | 162 | 226.8 | 150 | 375.0 | 152 | 310.4 |
| Agreements with COLA | 2 | 3.4 | 3 | 1.7 | - | - |
| All Agreements | 164 | 230.2 | 153 | 376.6 | 152 | 310.4 |
| Public Administration | | | | | | |
| Agreements without COLA | 47 | 72.9 | 62 | 247.8 | 47 | 143.8 |
| Agreements with COLA | - | - | - | - | 1 | .7 |
| All Agreements | 47 | 72.9 | 62 | 247.8 | 48 | 144.4 |

Table B-2 (continued)

**Number of Agreements and Employees Covered, by Major Industry Division,
with and without COLA, by Year and Quarter**

| | 1999 | | | | 2000 | | | |
|--|----------------------------|---------------------------|----------------------------|---------------------------|----------------------------|---------------------------|----------------------------|---------------------------|
| | 3 | | 4 | | 1 | | 2 | |
| | Number of Agreements | Number of Employees | Number of Agreements | Number of Employees | Number of Agreements | Number of Employees | Number of Agreements | Number of Employees |
| | (000's) | | (000's) | | (000's) | | (000's) | |
| All Industries | | | | | | | | |
| Agreements without COLA | 65 | 156.2 | 49 | 80.6 | 140 | 481.6 | 65 | 214.7 |
| Agreements with COLA | 10 | 21.3 | 15 | 43.6 | 7 | 53.9 | 11 | 20.7 |
| All Agreements | 75 | 177.5 | 64 | 124.2 | 147 | 535.4 | 76 | 235.4 |
| Primary Industry | | | | | | | | |
| Agreements without COLA | 2 | 1.4 | - | - | - | - | - | - |
| Agreements with COLA | 2 | 1.4 | 1 | 1.1 | - | - | 2 | 4.2 |
| All Agreements | 4 | 2.8 | 1 | 1.1 | - | - | 2 | 4.2 |
| Manufacturing | | | | | | | | |
| Agreements without COLA | 10 | 10.0 | 5 | 3.1 | 11 | 10.9 | 10 | 6.8 |
| Agreements with COLA | 5 | 17.7 | 12 | 37.4 | 6 | 8.9 | 6 | 9.4 |
| All Agreements | 15 | 27.7 | 17 | 40.6 | 17 | 19.7 | 16 | 16.1 |
| Construction | | | | | | | | |
| Agreements without COLA | 4 | 61.7 | - | - | 5 | 7.3 | - | - |
| Agreements with COLA | - | - | - | - | - | - | - | - |
| All Agreements | 4 | 61.7 | - | - | 5 | 7.3 | - | - |
| Transportation, Communication and Other Utilities | | | | | | | | |
| Agreements without COLA | 10 | 28.1 | 13 | 33.3 | 11 | 32.2 | 4 | 7.1 |
| Agreements with COLA | 3 | 2.2 | 2 | 5.2 | 1 | 45.0 | 1 | 0.9 |
| All Agreements | 13 | 30.3 | 15 | 38.4 | 12 | 77.2 | 5 | 8.0 |
| Trade, Finance, Insurance and Real Estate | | | | | | | | |
| Agreements without COLA | 2 | 1.9 | 3 | 3.8 | 2 | 9.2 | 3 | 4.7 |
| Agreements with COLA | - | - | - | - | - | - | 1 | 1.1 |
| All Agreements | 2 | 1.9 | 3 | 3.8 | 2 | 9.2 | 4 | 5.8 |
| Community, Business and Personal Services | | | | | | | | |
| Agreements without COLA | 30 | 42.0 | 18 | 16.5 | 90 | 334.8 | 32 | 51.3 |
| Agreements with COLA | - | - | - | - | - | - | - | - |
| All Agreements | 30 | 42.0 | 18 | 16.5 | 90 | 334.8 | 32 | 51.3 |
| Public Administration | | | | | | | | |
| Agreements without COLA | 7 | 11.1 | 10 | 23.9 | 21 | 87.2 | 16 | 144.8 |
| Agreements with COLA | - | - | - | - | - | - | 1 | 5.3 |
| All Agreements | 7 | 11.1 | 10 | 23.9 | 21 | 87.2 | 17 | 150.1 |

Table B-3

**Effective Wage Adjustment in Base Rates, by Major Industry Division,
by Duration of Agreement, with and without COLA, Second Quarter 2000**

| | 17 Months or Less | | | 18-29 Months | | |
|--|----------------------------|---------------------------|---------------------------------|----------------------------|---------------------------|---------------------------------|
| | Number of Agreements | Number of Employees | Average Annual Adjustment | Number of Agreements | Number of Employees | Average Annual Adjustment |
| | | (000's) | (%) | | (000's) | (%) |
| All Industries | | | | | | |
| Agreements without COLA | 12 | 125.7 | 2.0 | 15 | 30.2 | 4.9 |
| Agreements with COLA | - | - | - | - | - | - |
| All Agreements | 12 | 125.7 | 2.0 | 15 | 30.2 | 4.9 |
| Primary Industry | | | | | | |
| Agreements without COLA | - | - | - | - | - | - |
| Agreements with COLA | - | - | - | - | - | - |
| All Agreements | - | - | - | - | - | - |
| Manufacturing | | | | | | |
| Agreements without COLA | - | - | - | - | - | - |
| Agreements with COLA | - | - | - | - | - | - |
| All Agreements | - | - | - | - | - | - |
| Construction | | | | | | |
| Agreements without COLA | - | - | - | - | - | - |
| Agreements with COLA | - | - | - | - | - | - |
| All Agreements | - | - | - | - | - | - |
| Transportation, Communication and Other Utilities | | | | | | |
| Agreements without COLA | - | - | - | - | - | - |
| Agreements with COLA | - | - | - | - | - | - |
| All Agreements | - | - | - | - | - | - |
| Trade; Finance, Insurance and Real Estate | | | | | | |
| Agreements without COLA | - | - | - | 1 | 1.7 | 0.0 |
| Agreements with COLA | - | - | - | - | - | - |
| All Agreements | - | - | - | 1 | 1.7 | 0.0 |
| Community, Business and Personal Services | | | | | | |
| Agreements without COLA | 5 | 6.3 | 2.1 | 12 | 25.1 | 5.5 |
| Agreements with COLA | - | - | - | - | - | - |
| All Agreements | 5 | 6.3 | 2.1 | 12 | 25.1 | 5.5 |
| Public Administration | | | | | | |
| Agreements without COLA | 7 | 119.5 | 2.0 | 2 | 3.3 | 3.0 |
| Agreements with COLA | - | - | - | - | - | - |
| All Agreements | 7 | 119.5 | 2.0 | 2 | 3.3 | 3.0 |

Table B-3 (continued)

**Effective Wage Adjustment in Base Rates, by Major Industry Division,
by Duration of Agreement, with and without COLA, Second Quarter 2000**

| | 30-41 Months | | | 42 Months or More | | |
|--|----------------------------|---------------------------|---------------------------------|----------------------------|---------------------------|---------------------------------|
| | Number of Agreements | Number of Employees | Average Annual Adjustment | Number of Agreements | Number of Employees | Average Annual Adjustment |
| | | (000's) | (%) | | (000's) | (%) |
| All Industries | | | | | | |
| Agreements without COLA | 23 | 37.8 | 2.4 | 15 | 21.0 | 2.2 |
| Agreements with COLA | 9 | 17.0 | 2.1 | 2 | 3.7 | 3.3 |
| All Agreements | 32 | 54.8 | 2.3 | 17 | 24.7 | 2.3 |
| Primary Industry | | | | | | |
| Agreements without COLA | - | - | - | - | - | - |
| Agreements with COLA | 2 | 4.2 | 1.2 | - | - | - |
| All Agreements | 2 | 4.2 | 1.2 | - | - | - |
| Manufacturing | | | | | | |
| Agreements without COLA | 8 | 5.4 | 2.7 | 2 | 1.4 | 1.9 |
| Agreements with COLA | 5 | 6.6 | 2.6 | 1 | 2.8 | 3.8 |
| All Agreements | 13 | 12.0 | 2.6 | 3 | 4.2 | 3.2 |
| Construction | | | | | | |
| Agreements without COLA | - | - | - | - | - | - |
| Agreements with COLA | - | - | - | - | - | - |
| All Agreements | - | - | - | - | - | - |
| Transportation, Communication and Other Utilities | | | | | | |
| Agreements without COLA | 2 | 2.5 | 2.6 | 2 | 4.6 | 2.1 |
| Agreements with COLA | - | - | - | 1 | 0.9 | 1.7 |
| All Agreements | 2 | 2.5 | 2.6 | 3 | 5.5 | 2.1 |
| Trade; Finance, Insurance and Real Estate | | | | | | |
| Agreements without COLA | 1 | 0.8 | 1.8 | 1 | 2.2 | 2.7 |
| Agreements with COLA | 1 | 1.1 | 2.7 | - | - | - |
| All Agreements | 2 | 1.9 | 2.3 | 1 | 2.2 | 2.7 |
| Community, Business and Personal Services | | | | | | |
| Agreements without COLA | 6 | 7.5 | 1.8 | 9 | 12.4 | 2.1 |
| Agreements with COLA | - | - | - | - | - | - |
| All Agreements | 6 | 7.5 | 1.8 | 9 | 12.4 | 2.1 |
| Public Administration | | | | | | |
| Agreements without COLA | 6 | 21.5 | 2.5 | 1 | 0.5 | 1.5 |
| Agreements with COLA | 1 | 5.3 | 2.1 | - | - | - |
| All Agreements | 7 | 26.8 | 2.4 | 1 | 0.5 | 1.5 |

Table B-4

**Effective Wage Adjustment in Base Rates, by Major Industry Division,
with and without COLA, Second Quarter 2000**

| | Number of Agreements | Number of Employees | Average Annual Adjustment | First 12 Months | Average Agreement Duration |
|--|----------------------------|---------------------------|---------------------------------|-----------------------|----------------------------------|
| | | (000's) | (%) | (%) | (Months) |
| All Industries | | | | | |
| Agreements without COLA | 65 | 214.7 | 2.5 | 2.5 | 22.4 |
| Agreements with COLA | 11 | 20.7 | 2.3 | 2.5 | 38.6 |
| All Agreements | 76 | 235.4 | 2.5 | 2.5 | 23.8 |
| Primary Industry | | | | | |
| Agreements without COLA | - | - | - | - | - |
| Agreements with COLA | 2 | 4.2 | 1.2 | 1.6 | 36.0 |
| All Agreements | 2 | 4.2 | 1.2 | 1.6 | 36.0 |
| Manufacturing | | | | | |
| Agreements without COLA | 10 | 6.8 | 2.5 | 2.5 | 41.8 |
| Agreements with COLA | 6 | 9.4 | 3.0 | 3.1 | 39.6 |
| All Agreements | 16 | 16.1 | 2.8 | 2.9 | 40.5 |
| Construction | | | | | |
| Agreements without COLA | - | - | - | - | - |
| Agreements with COLA | - | - | - | - | - |
| All Agreements | - | - | - | - | - |
| Transportation, Communication and Other Utilities | | | | | |
| Agreements without COLA | 4 | 7.1 | 2.3 | 2.5 | 45.2 |
| Agreements with COLA | 1 | 0.9 | 1.7 | 2.0 | 59.0 |
| All Agreements | 5 | 8.0 | 2.2 | 2.5 | 46.8 |
| Trade; Finance, Insurance and Real Estate | | | | | |
| Agreements without COLA | 3 | 4.7 | 1.6 | 1.0 | 35.1 |
| Agreements with COLA | 1 | 1.1 | 2.7 | 3.0 | 36.0 |
| All Agreements | 4 | 5.8 | 1.8 | 1.4 | 35.3 |
| Community, Business and Personal Services | | | | | |
| Agreements without COLA | 32 | 51.3 | 3.7 | 3.5 | 30.4 |
| Agreements with COLA | - | - | - | - | - |
| All Agreements | 32 | 51.3 | 3.7 | 3.5 | 30.4 |
| Public Administration | | | | | |
| Agreements without COLA | 16 | 144.8 | 2.1 | 2.2 | 17.1 |
| Agreements with COLA | 1 | 5.3 | 2.1 | 2.3 | 36.0 |
| All Agreements | 17 | 150.1 | 2.1 | 2.2 | 17.7 |

Table C-1

**Effective Wage Adjustment in Base Rates, by Region/Jurisdiction,
by Year and Quarter**

| | 1997 | 1998 | 1999 | 1999 | | 2000 | |
|-----------------------|------|------|------|------|-----|------|-----|
| | | | | 3 | 4 | 1 | 2 |
| | (%) | (%) | (%) | (%) | (%) | (%) | (%) |
| All Sectors | | | | | | | |
| CANADA | 1.5 | 1.7 | 2.2 | 2.4 | 2.9 | 2.3 | 2.5 |
| <i>Atlantic</i> | 1.1 | 2.1 | 2.0 | 2.4 | 2.6 | 2.1 | 2.0 |
| Newfoundland | 1.7 | 1.3 | 1.6 | 2.2 | - | 2.4 | 2.3 |
| Prince Edward Island | - | 2.1 | 2.7 | - | 3.0 | - | 2.2 |
| Nova Scotia | 2.0 | 2.9 | 2.1 | 1.5 | 1.8 | 2.2 | - |
| New Brunswick | 0.7 | 1.5 | 2.4 | 3.6 | - | 1.5 | 1.7 |
| Quebec | 1.3 | 1.0 | 1.6 | 1.5 | 2.1 | 2.3 | 2.6 |
| Ontario | 1.1 | 1.6 | 2.1 | 3.1 | 3.6 | 2.5 | 2.2 |
| <i>Prairies</i> | 2.0 | 2.4 | 3.1 | 2.9 | 2.7 | 3.6 | 5.1 |
| Manitoba | 1.1 | 1.4 | 2.5 | 2.1 | 2.3 | 2.5 | 2.2 |
| Saskatchewan | 0.9 | 1.8 | 2.2 | 3.5 | 1.8 | 2.0 | - |
| Alberta | 2.4 | 3.0 | 4.0 | 3.3 | 3.0 | 3.8 | 5.8 |
| British Columbia | 1.3 | 0.8 | 0.8 | 1.3 | 0.8 | 0.6 | 0.7 |
| Multiprovince | 2.8 | 1.5 | 2.2 | - | - | 2.6 | 1.8 |
| Federal | 1.8 | 2.1 | 2.8 | 3.4 | 2.3 | 2.2 | 2.0 |
| Public Sector | | | | | | | |
| CANADA | 1.1 | 1.6 | 1.9 | 2.4 | 2.1 | 2.3 | 2.5 |
| <i>Atlantic</i> | 1.0 | 2.1 | 1.8 | 1.9 | 3.0 | 2.2 | 2.2 |
| Newfoundland | 2.1 | 1.3 | 1.3 | - | - | - | 2.3 |
| Prince Edward Island | - | 2.1 | 2.9 | - | 3.0 | - | 2.2 |
| Nova Scotia | 1.8 | 3.0 | 2.3 | 1.4 | - | 2.2 | - |
| New Brunswick | 0.8 | 1.5 | 3.1 | 3.1 | - | 1.5 | - |
| Quebec | 1.3 | 1.2 | 1.7 | 1.5 | 1.8 | 2.3 | 2.3 |
| Ontario | .6 | 1.3 | 1.5 | 2.1 | 2.3 | 2.5 | 2.2 |
| <i>Prairies</i> | 1.7 | 2.2 | 2.9 | 2.9 | 2.7 | 3.6 | 5.1 |
| Manitoba | 1.0 | 1.2 | 2.5 | 1.8 | 2.0 | 2.0 | 2.2 |
| Saskatchewan | 0.9 | 1.8 | 2.3 | 3.5 | 1.8 | 2.0 | - |
| Alberta | 2.2 | 2.6 | 3.7 | 3.3 | 3.1 | 3.8 | 5.8 |
| British Columbia | 0.6 | 0.7 | 0.6 | 0.7 | 0.8 | 0.6 | 0.7 |
| Multiprovince | 0.5 | 1.0 | 1.9 | - | - | 2.6 | - |
| Federal | 1.6 | 2.2 | 2.7 | 1.9 | 2.0 | 2.1 | 2.0 |
| Private Sector | | | | | | | |
| CANADA | 1.8 | 1.8 | 2.6 | 2.4 | 3.6 | 2.7 | 2.3 |
| <i>Atlantic</i> | 1.2 | 1.8 | 2.2 | 2.9 | 1.8 | 2.0 | 1.7 |
| Newfoundland | 1.7 | 1.9 | 2.3 | 2.2 | - | 2.4 | - |
| Prince Edward Island | - | - | 2.3 | - | - | - | - |
| Nova Scotia | 2.1 | 1.8 | 1.9 | 1.8 | 1.8 | 1.6 | - |
| New Brunswick | 0.4 | 1.7 | 2.3 | 3.8 | - | 1.5 | 1.7 |
| Quebec | 1.3 | 1.0 | 1.5 | 1.5 | 3.8 | 3.0 | 3.3 |
| Ontario | 1.9 | 2.0 | 3.3 | 4.1 | 4.4 | 2.7 | 2.3 |
| <i>Prairies</i> | 2.5 | 3.2 | 3.8 | 3.2 | 2.5 | 3.8 | - |
| Manitoba | 1.8 | 1.6 | 2.8 | 3.2 | 2.4 | 3.0 | - |
| Saskatchewan | 1.2 | 1.1 | 0.9 | - | - | - | - |
| Alberta | 2.6 | 4.5 | 5.1 | - | 2.6 | 4.8 | - |
| British Columbia | 1.6 | 1.5 | 1.3 | 1.3 | - | - | - |
| Multiprovince | 3.0 | 1.7 | 2.8 | - | - | - | 1.8 |
| Federal | 2.0 | 1.7 | 2.8 | 3.8 | 2.4 | 4.4 | 1.6 |

Table C-2

**Number of Agreements and Employees Covered, by Region/Jurisdiction,
by Year and Quarter**

| | 1997 | | 1998 | | 1999 | |
|-----------------------|----------------------------|---------------------------|----------------------------|---------------------------|----------------------------|---------------------------|
| | Number of Agreements | Number of Employees | Number of Agreements | Number of Employees | Number of Agreements | Number of Employees |
| | (000's) | | (000's) | | (000's) | |
| All Sectors | | | | | | |
| CANADA | 378 | 692.7 | 400 | 918.0 | 371 | 817.7 |
| <i>Atlantic</i> | 18 | 20.9 | 42 | 93.4 | 22 | 20.0 |
| Newfoundland | 5 | 6.1 | 7 | 25.4 | 8 | 9.7 |
| Prince Edward Island | - | - | 3 | 3.9 | 3 | 2.2 |
| Nova Scotia | 2 | 1.8 | 18 | 39.0 | 6 | 3.9 |
| New Brunswick | 11 | 13.0 | 14 | 25.0 | 5 | 4.3 |
| Quebec | 39 | 92.3 | 53 | 82.2 | 39 | 113.7 |
| Ontario | 174 | 237.5 | 140 | 267.5 | 168 | 311.8 |
| <i>Prairies</i> | 80 | 146.0 | 83 | 134.0 | 70 | 146.0 |
| Manitoba | 21 | 27.9 | 20 | 22.3 | 18 | 38.7 |
| Saskatchewan | 7 | 16.9 | 12 | 32.3 | 15 | 45.0 |
| Alberta | 52 | 101.1 | 51 | 79.4 | 37 | 62.4 |
| British Columbia | 34 | 69.3 | 35 | 151.8 | 25 | 71.9 |
| Multiprovince | 8 | 8.3 | 3 | 9.3 | 5 | 6.8 |
| Federal | 25 | 118.4 | 44 | 179.8 | 42 | 147.5 |
| Public Sector | | | | | | |
| CANADA | 221 | 371.0 | 220 | 645.7 | 216 | 506.4 |
| <i>Atlantic</i> | 8 | 10.9 | 29 | 81.6 | 10 | 10.7 |
| Newfoundland | 2 | 1.2 | 6 | 22.9 | 4 | 6.6 |
| Prince Edward Island | - | - | 3 | 3.9 | 2 | 1.5 |
| Nova Scotia | 1 | 0.6 | 11 | 33.6 | 3 | 2.1 |
| New Brunswick | 5 | 9.0 | 9 | 21.1 | 1 | 0.6 |
| Quebec | 16 | 19.8 | 14 | 23.6 | 12 | 25.8 |
| Ontario | 113 | 139.0 | 77 | 167.3 | 111 | 209.0 |
| <i>Prairies</i> | 55 | 100.6 | 62 | 106.5 | 50 | 124.0 |
| Manitoba | 18 | 24.0 | 11 | 11.7 | 13 | 34.2 |
| Saskatchewan | 4 | 14.5 | 10 | 30.5 | 11 | 40.6 |
| Alberta | 33 | 62.1 | 41 | 64.3 | 26 | 49.2 |
| British Columbia | 18 | 25.4 | 15 | 133.7 | 13 | 57.6 |
| Multiprovince | 1 | 0.6 | 1 | 2.3 | 2 | 4.6 |
| Federal | 10 | 74.8 | 22 | 130.7 | 18 | 74.7 |
| Private Sector | | | | | | |
| CANADA | 157 | 321.7 | 180 | 272.4 | 155 | 311.3 |
| <i>Atlantic</i> | 10 | 10.1 | 13 | 11.8 | 12 | 9.3 |
| Newfoundland | 3 | 4.9 | 1 | 2.5 | 4 | 3.1 |
| Prince Edward Island | - | - | - | - | 1 | 0.7 |
| Nova Scotia | 1 | 1.2 | 7 | 5.4 | 3 | 1.8 |
| New Brunswick | 6 | 4.0 | 5 | 3.9 | 4 | 3.7 |
| Quebec | 23 | 72.6 | 39 | 58.6 | 27 | 87.9 |
| Ontario | 61 | 98.5 | 63 | 100.2 | 57 | 102.8 |
| <i>Prairies</i> | 25 | 45.4 | 21 | 27.5 | 20 | 22.1 |
| Manitoba | 3 | 4.0 | 9 | 10.5 | 5 | 4.6 |
| Saskatchewan | 3 | 2.4 | 2 | 1.8 | 4 | 4.4 |
| Alberta | 19 | 39.0 | 10 | 15.1 | 11 | 13.1 |
| British Columbia | 16 | 43.9 | 20 | 18.2 | 12 | 14.3 |
| Multiprovince | 7 | 7.7 | 2 | 7.0 | 3 | 2.2 |
| Federal | 15 | 43.6 | 22 | 49.1 | 24 | 72.8 |

Table C-2 (continued)

**Number of Agreements and Employees Covered, by Region/Jurisdiction,
by Year and Quarter**

| | 1999 | | | | 2000 | | | |
|-----------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| | 3 | | 4 | | 1 | | 2 | |
| | Number of | Number of | Number of | Number of | Number of | Number of | Number of | Number of |
| | Agreements | Employees | Agreements | Employees | Agreements | Employees | Agreements | Employees |
| | (000's) | | (000's) | | (000's) | | (000's) | |
| All Sectors | | | | | | | | |
| CANADA | 75 | 177.5 | 64 | 124.2 | 147 | 535.4 | 76 | 235.4 |
| <i>Atlantic</i> | 6 | 4.5 | 2 | 1.4 | 9 | 17.1 | 3 | 1.9 |
| Newfoundland | 1 | 0.6 | - | - | 1 | 3.0 | 1 | 0.5 |
| Prince Edward Island | - | - | 1 | 0.9 | - | - | 1 | 0.6 |
| Nova Scotia | 3 | 2.2 | 1 | 0.5 | 4 | 11.7 | - | - |
| New Brunswick | 2 | 1.8 | - | - | 4 | 2.4 | 1 | 0.8 |
| Quebec | 15 | 70.6 | 8 | 20.6 | 62 | 299.2 | 12 | 16.4 |
| Ontario | 24 | 36.9 | 29 | 57.1 | 40 | 114.6 | 31 | 52.3 |
| <i>Prairies</i> | 9 | 23.3 | 13 | 11.8 | 17 | 24.7 | 13 | 31.5 |
| Manitoba | 5 | 8.9 | 3 | 2.2 | 3 | 2.6 | 2 | 6.3 |
| Saskatchewan | 1 | 8.4 | 1 | 2.0 | 1 | 0.6 | - | - |
| Alberta | 3 | 6.0 | 9 | 7.6 | 13 | 21.5 | 11 | 25.2 |
| British Columbia | 10 | 13.1 | 2 | 2.2 | 8 | 10.2 | 4 | 5.2 |
| Multiprovince | - | - | - | - | 2 | 3.0 | 1 | 0.8 |
| Federal | 11 | 29.1 | 10 | 31.1 | 9 | 66.7 | 12 | 127.3 |
| Public Sector | | | | | | | | |
| CANADA | 34 | 51.0 | 34 | 58.3 | 119 | 492.8 | 51 | 204.0 |
| <i>Atlantic</i> | 3 | 2.0 | 1 | 0.9 | 3 | 11.2 | 2 | 1.1 |
| Newfoundland | - | - | - | - | - | - | 1 | 0.5 |
| Prince Edward Island | - | - | 1 | 0.9 | - | - | 1 | 0.6 |
| Nova Scotia | 2 | 1.5 | - | - | 2 | 10.6 | - | - |
| New Brunswick | 1 | 0.6 | - | - | 1 | .6 | - | - |
| Quebec | 3 | 2.8 | 5 | 17.1 | 57 | 290.6 | 6 | 10.3 |
| Ontario | 16 | 18.3 | 16 | 20.3 | 26 | 89.3 | 18 | 35.7 |
| <i>Prairies</i> | 7 | 21.0 | 9 | 8.9 | 15 | 22.6 | 13 | 31.5 |
| Manitoba | 3 | 6.6 | 1 | 0.7 | 2 | 1.5 | 2 | 6.3 |
| Saskatchewan | 1 | 8.4 | 1 | 2.0 | 1 | 0.6 | - | - |
| Alberta | 3 | 6.0 | 7 | 6.2 | 12 | 20.5 | 11 | 25.2 |
| British Columbia | 1 | 0.6 | 2 | 2.2 | 8 | 10.2 | 4 | 5.2 |
| Multiprovince | - | - | - | - | 2 | 3.0 | - | - |
| Federal | 4 | 6.3 | 1 | 9.0 | 8 | 65.9 | 8 | 120.1 |
| Private Sector | | | | | | | | |
| CANADA | 41 | 126.5 | 30 | 65.9 | 28 | 42.6 | 25 | 31.5 |
| <i>Atlantic</i> | 3 | 2.5 | 1 | 0.5 | 6 | 5.8 | 1 | 0.8 |
| Newfoundland | 1 | 0.6 | - | - | 1 | 3.0 | - | - |
| Prince Edward Island | - | - | - | - | - | - | - | - |
| Nova Scotia | 1 | 0.7 | 1 | 0.5 | 2 | 1.1 | - | - |
| New Brunswick | 1 | 1.2 | - | - | 3 | 1.7 | 1 | 0.8 |
| Quebec | 12 | 67.9 | 3 | 3.4 | 5 | 8.5 | 6 | 6.1 |
| Ontario | 8 | 18.6 | 13 | 36.9 | 14 | 25.3 | 13 | 16.7 |
| <i>Prairies</i> | 2 | 2.3 | 4 | 3.0 | 2 | 2.1 | - | - |
| Manitoba | 2 | 2.3 | 2 | 1.6 | 1 | 1.1 | - | - |
| Saskatchewan | - | - | - | - | - | - | - | - |
| Alberta | - | - | 2 | 1.4 | 1 | 1.0 | - | - |
| British Columbia | 9 | 12.5 | - | - | - | - | - | - |
| Multiprovince | - | - | - | - | - | - | 1 | 0.8 |
| Federal | 7 | 22.8 | 9 | 22.1 | 1 | 0.8 | 4 | 7.2 |

Table D

Major Wage Settlements, by Public and Private Sectors, by Year and Quarter

| | Public Sector | | | | Private Sector | | | | All Sectors | | | |
|----------------|---------------|---------|---------|-----------|----------------|------|----------|-----------|-------------|---------|---------|-----------|
| | Agmts. | Dur. | Empls. | Avg. Adj. | Agmts. | Dur. | Empls. | Avg. Adj. | Agmts. | Dur. | Empls. | Avg. Adj. |
| | (Months) | (000's) | (%) | (Months) | (000's) | (%) | (Months) | (000's) | (Months) | (000's) | (%) | (Months) |
| Year | | | | | | | | | | | | |
| 1980 | 325 | 26.0 | 919.4 | 10.9 | 233 | 27.5 | 298.8 | 11.7 | 558 | 26.3 | 1,218.2 | 11.1 |
| 1981 | 290 | 18.9 | 577.6 | 13.1 | 210 | 27.3 | 323.4 | 12.6 | 500 | 21.9 | 901.0 | 13.0 |
| 1982 | 319 | 14.6 | 865.1 | 10.4 | 189 | 25.2 | 282.2 | 9.5 | 508 | 17.2 | 1,147.3 | 10.2 |
| 1983 | 458 | 19.6 | 1,241.6 | 4.6 | 200 | 25.0 | 302.8 | 5.5 | 658 | 20.6 | 1,544.3 | 4.8 |
| 1984 | 277 | 17.0 | 637.4 | 3.9 | 282 | 26.1 | 518.8 | 3.2 | 559 | 21.1 | 1,156.2 | 3.6 |
| 1985 | 316 | 21.7 | 566.8 | 3.8 | 200 | 30.1 | 271.8 | 3.3 | 516 | 24.5 | 838.6 | 3.7 |
| 1986 | 322 | 25.4 | 711.2 | 3.6 | 231 | 26.0 | 410.2 | 3.0 | 553 | 25.6 | 1,121.5 | 3.4 |
| 1987 | 270 | 29.4 | 824.3 | 4.1 | 208 | 31.4 | 287.0 | 3.8 | 478 | 29.9 | 1,111.3 | 4.0 |
| 1988 | 301 | 24.0 | 698.6 | 4.0 | 241 | 27.2 | 484.1 | 5.0 | 542 | 25.3 | 1,182.7 | 4.4 |
| 1989 | 295 | 30.0 | 737.6 | 5.2 | 158 | 28.5 | 264.2 | 5.2 | 453 | 29.6 | 1,001.8 | 5.2 |
| 1990 | 283 | 27.4 | 677.8 | 5.6 | 224 | 29.7 | 468.5 | 5.7 | 507 | 28.4 | 1,146.4 | 5.6 |
| 1991 | 365 | 16.0 | 1,121.7 | 3.4 | 182 | 29.2 | 224.0 | 4.4 | 547 | 18.2 | 1,345.6 | 3.6 |
| 1992 | 302 | 21.7 | 977.3 | 2.0 | 194 | 32.2 | 329.5 | 2.5 | 496 | 24.3 | 1,306.8 | 2.1 |
| 1993 | 347 | 23.4 | 1,012.0 | 0.6 | 171 | 25.2 | 400.5 | 0.8 | 518 | 23.9 | 1,412.5 | 0.7 |
| 1994 | 299 | 26.5 | 719.8 | 0.0 | 135 | 34.5 | 222.8 | 1.2 | 434 | 28.4 | 942.6 | 0.3 |
| 1995 | 216 | 31.5 | 630.9 | 0.6 | 186 | 35.8 | 277.9 | 1.4 | 402 | 32.8 | 908.8 | 0.9 |
| 1996 | 213 | 31.6 | 565.9 | 0.5 | 165 | 34.8 | 244.5 | 1.7 | 378 | 32.6 | 810.5 | 0.9 |
| 1997 | 221 | 30.2 | 371.0 | 1.1 | 157 | 38.1 | 321.7 | 1.8 | 378 | 33.9 | 692.7 | 1.5 |
| 1998 | 220 | 31.1 | 645.7 | 1.6 | 180 | 34.3 | 272.4 | 1.8 | 400 | 32.0 | 918.0 | 1.7 |
| 1999 | 216 | 35.1 | 506.4 | 1.9 | 155 | 38.5 | 311.3 | 2.6 | 371 | 36.4 | 817.7 | 2.2 |
| 2000* | 170 | 34.4 | 696.8 | 2.4 | 53 | 36.4 | 74.1 | 2.5 | 223 | 34.6 | 770.8 | 2.4 |
| * Year to Date | | | | | | | | | | | | |
| Quarter | | | | | | | | | | | | |
| 1997 I | 53 | 29.7 | 89.1 | 1.0 | 30 | 35.8 | 40.4 | 2.2 | 83 | 31.6 | 129.5 | 1.3 |
| II | 72 | 26.1 | 98.8 | 0.8 | 60 | 34.5 | 147.1 | 1.9 | 132 | 31.1 | 246.0 | 1.5 |
| III | 34 | 31.0 | 44.6 | 0.8 | 38 | 38.7 | 88.3 | 1.6 | 72 | 36.1 | 132.8 | 1.3 |
| IV | 62 | 33.1 | 138.6 | 1.6 | 29 | 50.8 | 45.9 | 1.8 | 91 | 37.5 | 184.5 | 1.7 |
| 1998 I | 45 | 36.4 | 97.0 | 2.1 | 23 | 33.6 | 38.3 | 2.3 | 68 | 35.6 | 135.3 | 2.1 |
| II | 55 | 32.0 | 156.9 | 1.7 | 71 | 27.9 | 111.3 | 1.6 | 126 | 30.3 | 268.1 | 1.7 |
| III | 52 | 33.2 | 186.5 | 1.2 | 53 | 40.9 | 85.1 | 1.8 | 105 | 35.6 | 271.6 | 1.4 |
| IV | 68 | 25.9 | 205.3 | 1.7 | 33 | 38.9 | 37.7 | 1.9 | 101 | 27.9 | 243.0 | 1.7 |
| 1999 I | 77 | 32.5 | 191.7 | 1.3 | 30 | 38.3 | 55.5 | 2.1 | 107 | 33.8 | 247.1 | 1.5 |
| II | 71 | 37.5 | 205.4 | 2.4 | 54 | 41.0 | 63.5 | 2.5 | 125 | 38.3 | 268.9 | 2.4 |
| III | 34 | 37.1 | 51.0 | 2.4 | 41 | 37.5 | 126.5 | 2.4 | 75 | 37.4 | 177.5 | 2.4 |
| IV | 34 | 33.4 | 58.3 | 2.1 | 30 | 38.2 | 65.9 | 3.6 | 64 | 36.0 | 124.2 | 2.9 |
| 2000 I | 119 | 39.8 | 492.8 | 2.3 | 28 | 33.0 | 42.6 | 2.7 | 147 | 39.3 | 535.4 | 2.3 |
| II | 51 | 21.2 | 204.0 | 2.5 | 25 | 40.9 | 31.5 | 2.3 | 76 | 23.8 | 235.4 | 2.5 |

Agmts. - Number of Agreements
 Avg. Adj. - Average Annual Adjustment
 Dur. - Average Agreement Duration
 Empls. - Number of Employees

Table E
Selected Economic Indicators,
by Year and Quarter

| | 1997 | 1998 | 1999 | 1999 | | 2000 | |
|--|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| | | | | 3 | 4 | 1 | 2 |
| Wage Settlements (%) | 1.5 | 1.7 | 2.2 | 2.4 | 2.9 | 2.3 | 2.5 |
| Public Sector (%) | 1.1 | 1.6 | 1.9 | 2.4 | 2.1 | 2.3 | 2.5 |
| Private Sector (%) | 1.8 | 1.8 | 2.6 | 2.4 | 3.6 | 2.7 | 2.3 |
| Agreements in Force (%) | 1.2 | 1.7 | 1.9 | 1.8 | 1.7 | 1.9 | 2.1 |
| Public Sector (%) | 0.9 | 1.4 | 1.7 | 1.7 | 1.6 | 1.7 | 1.9 |
| Private Sector (%) | 1.8 | 2.3 | 2.2 | 2.0 | 2.0 | 2.2 | 2.4 |
| Consumer Price Index Per Cent Change ¹ | 1.6 | 0.9 | 1.7 | 2.2 | 2.4 | 2.7 | 2.4 |
| GDP ² at Factor Cost ³ Per Cent Change ¹ | 4.1 | 2.9 | 4.1 | 4.8 | 4.7 | 4.8 | 4.6 |
| Labour Productivity Growth (%) | 1.5 | 0.7 | 1.5 | 2.0 | 1.5 | 1.8 | 1.4 |
| Unit Labour Cost (%) | 1.0 | 1.4 | 0.5 | 0.5 | 0.8 | 1.8 | 2.3 |
| Unemployment Rate ³ (%) | 9.1 | 8.3 | 7.6 | 7.6 | 7.0 | 6.8 | 6.7 |
| Employment (000's) ³ | 13,774 | 14,140 | 14,531 | 14,562 | 14,690 | 14,826 | 14,886 |
| Per Cent Change ¹ | 1.9 | 2.7 | 2.8 | 2.6 | 2.7 | 3.1 | 2.8 |
| Average Weekly Earnings ³ | \$ 598.26 | \$ 606.31 | \$ 610.68 | \$ 611.93 | \$ 615.15 | \$ 621.56 | \$ 625.98 |
| Per Cent Change ¹ | 2.1 | 1.3 | 0.7 | 1.1 | 1.2 | 2.6 | 2.8 |
| Average Hourly Earnings | \$ 14.87 | \$ 15.12 | \$ 15.34 | \$ 15.20 | \$ 15.46 | \$ 15.79 | \$ 15.73 |
| Per Cent Change ¹ | 1.1 | 1.7 | 1.4 | 1.6 | 1.8 | 2.6 | 2.9 |

¹ Per cent change from the same period of the previous year

² GDP – Gross domestic product at factor cost (1992) prices

³ Seasonally adjusted data

TECHNICAL NOTES

The information in this report is produced from collective agreement settlements in Canada which cover 500 or more employees in all industries. A few settlements are excluded where the basis of payment is on a piece/mileage rate basis.

The construction industry is excluded prior to 1983.

The Base Rate

The base rate is the lowest paid classification used for qualified workers in the bargaining unit. In most instances, the base rate is the rate of pay for an unskilled or semi-skilled classification of workers. However, this is not the case in contracts covering only skilled workers and professional employees.

As only the base rate in a contract is used, the resulting data on percentage change do not necessarily reflect the average wage change for all workers in the bargaining unit. For example, where an across-the-board increase is negotiated for all classifications in cents per hour (or other money terms), measurement on the base rate produces higher results than measurement on any higher rate, including the average rate. Where varying percentage or money increases are negotiated for different classifications, measurement on the base rate may produce results that are higher or lower than measurement on the average rate. Where an across-the-board increase is negotiated for all classifications in percentage terms, measurement on the base rate produces results identical to measurement on any other rate, including the average rate. It should be noted that information on the average rate for all employees in a bargaining unit is not available.

Effective Wage Increase

The effective wage increase is the increase in rates of pay including estimated cost-of-living allowance (COLA) payments. Estimates of the yield of COLA clauses are obtained by quantifying the characteristics of these clauses in each agreement and applying a combination of actual Consumer Price Index (CPI) increases available to date plus a specified projected inflation rate for the remainder of the contract duration. In

succeeding quarters, these estimates are revised using actual CPI values as they become available.

In the current report, an inflation projection of 2.0 per cent has been used when the actual rate is unknown. This figure is based on a rounded average of inflation forecasts and is intended for illustrative purposes only and does not constitute an official forecast by Human Resources Development Canada. The use of different inflation rate scenarios could result in varying settlement increases. The inflation projection used will be revised periodically to reflect prevailing economic conditions.

By including reasonable estimates of future payments under COLA clauses, the effective wage increase concept facilitates an accurate comparison of agreements with and without COLA and permits the aggregation of all agreements to yield an improved measure of wage settlements.

Public and Private Sectors

The principal unit of observation is the collective bargaining unit; however, the designation for inclusion in the public sector is by reference to characteristics of the employer with whom a bargaining unit negotiates. Reference to the employer characteristics makes the directives consistent with Statistics Canada's use of "institutional units" or "entities".

While the criteria relate to the classification of the public sector only, *the private sector is defined by exclusion*.

Public sector bargaining units negotiate wages or other working conditions with an employer who is part of, or an agent of, a government or a government business enterprise. The distinction between the two is whether the activity engaged in is "non-commercial" (Government) or "commercial" (Government Business Enterprise).

Government (Non-Commercial)

The government component comprises all non-commercial entities controlled by governments and mainly financed out of general taxation or other public

funds. These entities provide goods and/or services free or at non-market prices (not having a view to profit).

Sub-sectors of the government component are identified below:

(1) Federal Government

Collective bargaining in the Federal Government component is conducted under the *Public Service Staff Relations Act* (Parts 1 and 2), and the *Parliamentary Employment and Staff Relations Act*.

(2) Provincial and Territorial Governments

- (a) provincial and territorial government administration;
- (b) health, education and social services agencies or institutions:
 - (i) public hospitals,
 - (ii) provincial residential care facilities,
 - (iii) universities,
 - (iv) colleges, vocational and trade institutions,
 - (v) social services business enterprise,
 - (vi) provincial elementary and secondary schools.

(3) Local Government Administration

- (a) local government organizations such as: municipalities, boards, commissions;
- (b) school boards;
- (c) social services: establishments at the local level primarily engaged in providing basic domiciliary care only, such as homes for the aged, blind or senile, boarding houses for the aged, day nurseries, shelters, etc.

of governmental control, as follows:

(1) Direct Control

A commercial enterprise is directly controlled by a government if one of the following conditions is met:

- (a) a government holds more than 50 per cent of its voting equity, directly;
- (b) a government has irrevocable options or the right to acquire shares, or convertible debt or equity, exercisable at the discretion of that government.

(2) Effective Control

A commercial enterprise is effectively controlled by a government if one of the following conditions is met:

- (a) the government holds a significant voting ownership in a public enterprise, where "significant" is understood as:
 - (i) the holding is the largest block of voting equity; and
 - (ii) the holding exceeds 33.3 per cent of the voting equity; and
 - (iii) the block is larger than the combined percentage of the next two largest blocks;
- (b) the commercial enterprise declares that it is effectively controlled by a government;
- (c) there exists a method or variety of methods (e.g. significant voting ownership of the enterprise, technological agreements, supply controls or contracts, management contracts, interlocking directorships, etc.)

(3) Indirect Control

A business enterprise is indirectly controlled by a government if that government directly or effectively controls a government business enterprise, which in turn directly or effectively controls that enterprise.

Government Business Enterprise (Commercial)

The commercial component of the public sector is divided into three broad sub-groupings, based on degree

SECTION 2

EXPIRIES AND REOPENERS OF MAJOR COLLECTIVE AGREEMENTS IN OCTOBER, NOVEMBER AND DECEMBER 2000

Note: *Reopeners listed may be negotiated for wage provisions¹ and/or other provisions²*

The full 2000 Calendar of Major Collective Agreement Expiries and Reopeners is available on the Workplace Information Directorate Web site at: <http://labour-travail.hrdc-drhc.gc.ca/doc/wid-dimt/eng/expreo.cfm>

| Company and Location | Union and Occupation | Number of Employees | Industry |
|--|--|------------------------|--------------------------|
| OCTOBER 2000 | | | |
| NOVA SCOTIA | | | |
| Central Regional Health Board, province-wide | Nova Scotia Nurses' Union (Ind.) (nurses) | 3,500 | Services |
| Halifax Regional Municipality, Halifax | Cdn. Union of Public Employees (CLC) (outside employees) | 620 | Public Administration |
| Halifax Regional School Board, Halifax | Halifax Civic Workers Union, Local 108 (Ind.) (educational services) | 600 | Services |
| Queen Elizabeth II Health Sciences Centre, Halifax | Nova Scotia Government Employees Union (CLC) (nurses and support services) | 5,770 | Services |
| Trenton Works Ltd., Trenton | United Steelworkers of America (AFL-CIO/CLC) (production employees and general tradesmen) | 1,220 | Manufacturing |
| NEW BRUNSWICK | | | |
| New Brunswick Association of Nursing Homes Inc., province-wide | Cdn. Union of Public Employees (CLC) (health service non-professionals, office and clerical employees) | 2,200 | Services |
| QUEBEC | | | |
| Station Mont-Tremblant, Société en commandite, Mont-Tremblant | Fédération du commerce inc. (CNTU) (hotel or restaurant employees) | 920 | Services |

Services - Community, Business and Personal Services

| Company and Location | Union and Occupation | Number of Employees | Industry |
|----------------------|----------------------|---------------------|----------|
|----------------------|----------------------|---------------------|----------|

ONTARIO

| | | | |
|--|---|-------|--------------------------|
| GO Transit, Toronto and Region | Amalgamated Transit Union (AFL-CIO/CLC) (bus drivers, service and maintenance employees) | 700 | Transportation |
| Great Atlantic and Pacific Company of Canada Limited, Toronto, Peel and Halton County | United Steelworkers of America (AFL-CIO/CLC) (grocery distribution centre employees and part-time employees) | 500 | Trade |
| Maple Lodge Farms Ltd., Norval | United Food and Commercial Workers Intl. Union (AFL-CIO/CLC) (production employees) | 1,100 | Manufacturing |
| Niagara Parks Commission, Niagara Falls | Ontario Public Service Employees Union (CLC) (recreational employees) | 780 | Public Administration |

MANITOBA

| | | | |
|-------------------------------|--|-----|--------------------------|
| City of Winnipeg, Winnipeg | Winnipeg Assn. of Public Service Officers (Ind.) (administrative services and technical employees) | 650 | Public Administration |
|-------------------------------|--|-----|--------------------------|

MULTIPROVINCE

| | | | |
|--|--|--------|--------------------------|
| Canada Customs and Revenue Agency, Canada-wide | Public Service Alliance of Canada (CLC) (administrative and support employees) | 39,080 | Public Administration |
|--|--|--------|--------------------------|

NOVEMBER 2000

QUEBEC

| | | | |
|--|---|-------|---------------|
| AMF Industries inc., (Division of GEC Alsthom), Montréal | Natl. Automobile, Aerospace, Transportation and General Workers Union of Canada (CAW-Canada) (CLC) (general tradesmen) | 500 | Manufacturing |
| ¹ McGill University, Montréal | McGill University Non-Academic Certified Assn. (Ind.) (building maintenance employees) | 1,700 | Services |

| Company and Location | Union and Occupation | Number of Employees | Industry |
|-------------------------|-------------------------|------------------------|----------|
|-------------------------|-------------------------|------------------------|----------|

ONTARIO

| | | | |
|--|---|-----|---------------|
| ¹ Kodak Canada Inc., Toronto | Employees' Assn. of Kodak Canada (Ind.) (plant and maintenance employees) | 620 | Manufacturing |
|--|---|-----|---------------|

DECEMBER 2000

NOVA SCOTIA

| | | | |
|---|---|-------|--------------------------|
| Government of Canada, Halifax | Various construction unions (ship maintenance employees) | 770 | Public Administration |
| Halifax Regional School Board, Halifax | Nova Scotia Teachers Union (Ind.) (elementary and secondary teachers) | 4,200 | Services |
| Halifax Shipyard Limited, Halifax | Natl. Automobile, Aerospace, Transportation and General Workers Union of Canada (CAW-Canada) (production employees) | 600 | Manufacturing |
| National Sea Products Limited, Lunenburg, North Sydney and Louisbourg | Natl. Automobile, Aerospace, Transportation and General Workers Union of Canada (CAW-Canada) (plant and maintenance employees) | 500 | Manufacturing |

NEW BRUNSWICK

| | | | |
|---|--|-------|----------|
| Government of New Brunswick, province-wide | New Brunswick Public Employees Assn. (Ind.) (health and social care professionals) | 550 | Services |
| Government of New Brunswick, province-wide | New Brunswick Public Employees Assn. (Ind.) (para-medical technical employees) | 1,070 | Services |
| Government of New Brunswick, province-wide | New Brunswick Public Employees Assn. (Ind.) (administrative and support employees) | 2,800 | Services |

QUEBEC

| | | | |
|---|--|-------|--------------------------|
| City of Montreal, Montréal | Montreal Firefighters Assn. (Ind.) (firefighters) | 1,560 | Public Administration |
| DIFCO, tissus performance inc., (Usine de tissage Magog), Magog | Syndicat catholique des ouvriers du textile de Magog (Ind.) (production employees) | 550 | Manufacturing |

Services - Community, Business and Personal Services

| Company and Location | Union and Occupation | Number of Employees | Industry |
|----------------------|----------------------|---------------------|----------|
|----------------------|----------------------|---------------------|----------|

QUEBEC (continued)

| | | | |
|--|--|-------|--------------------------|
| MIL Davie inc., Lauzon | Fédération de la métallurgie (CNTU) (production employees) | 500 | Manufacturing |
| Montreal Urban Community, Montréal | Cdn. Union of Public Employees (CLC) (inside employees) | 1,430 | Public Administration |
| Québec-Téléphone, province-wide | Cdn. Union of Public Employees (CLC) (tradesmen, telephone operators, office and technicians employees) | 990 | Communications |
| Société des alcools du Québec, province-wide | Cdn. Union of Public Employees (CLC) (warehouse employees) | 550 | Trade |
| ¹ Sport Maska inc., Saint-Jean-sur-Richelieu | United Steelworkers of America (AFL-CIO/CLC) (plant and maintenance employees) | 500 | Manufacturing |
| The Construction Commission of Quebec, province-wide | Office and Professional Employees Intl. Union (AFL-CIO/CLC) (office, clerical and technical employees) | 640 | Public Administration |

ONTARIO

| | | | |
|--|---|-------|--------------------------|
| City of Ottawa, Ottawa | Cdn. Union of Public Employees (CLC) (inside and outside employees) | 1,400 | Public Administration |
| City of Thunder Bay, Thunder Bay | Cdn. Union of Public Employees (CLC) (inside and outside employees) | 650 | Public Administration |
| Diversicare I Limited Partnership, Toronto, Mississauga and Streetsville | Service Employees Intl. Union (AFL-CIO/CLC) (non-medical employees) | 620 | Services |
| Dufferin-Peel Catholic District School Board, Mississauga | Ontario English Catholic Teachers' Assn. (CLC) (occasional teachers) | 560 | Services |
| Durham District School Board, Whitby | Elementary Teachers' Federation of Ontario (Ind.) (occasional teachers) | 650 | Services |
| Fabricated Steel Products Inc., (A Caradon, PCL Company), Windsor | Natl. Automobile, Aerospace, Transportation and General Workers Union of Canada (CAW-Canada) (plant and maintenance employees) | 530 | Manufacturing |

| Company and Location | Union and Occupation | Number of Employees | Industry |
|---|---|---------------------|-----------------------|
| ONTARIO (continued) | | | |
| Government of Ontario, province-wide | Professional Engineers and Architects of the Ontario Public Service (Ind.) (engineers) | 500 | Public Administration |
| Ontario Hydro, province-wide | Society of Ontario Hydro Professional and Administrative Employees (Ind.) (scientific and other professionals, administrative services employees) | 5,570 | Utilities |
| Rainbow District School Board, Sudbury | Elementary Teachers' Federation of Ontario (Ind.) (elementary teachers) | 580 | Services |
| Regional Municipality of Niagara, Niagara Region | Cdn. Union of Public Employees (CLC) (non-medical employees and nursing assistants) | 720 | Services |
| Regional Municipality of Ottawa-Carleton, Municipality of Ottawa-Carleton | Cdn. Union of Public Employees (CLC) (inside and outside employees) | 3,100 | Public Administration |
| Textile Rental Institute of Ontario, Toronto, Mississauga and Stoney Creek | United Food and Commercial Workers Intl. Union (AFL-CIO/CLC) (laundry and dry cleaners) | 550 | Services |
| Versa-Care Limited, Sarnia, Markham, Newmarket, Toronto, St. Catharines and Orillia | Christian Labour Assn. of Canada (Ind.) (non-medical employees) | 650 | Services |
| MANITOBA | | | |
| City of Winnipeg, Winnipeg | Winnipeg Police Assn. (Ind.) (police officers, office and clerical employees) | 1,400 | Public Administration |
| Garment Manufacturers Association of Western Canada, Winnipeg | Union of Needletrades, Industrial and Textile Employees (AFL-CIO/CLC) (production employees) | 1,280 | Manufacturing |
| SASKATCHEWAN | | | |
| City of Regina, Regina | Cdn. Union of Public Employees (CLC) (outside employees) | 1,100 | Public Administration |

Services - Community, Business and Personal Services

| Company and Location | Union and Occupation | Number of Employees | Industry |
|----------------------|----------------------|---------------------|----------|
|----------------------|----------------------|---------------------|----------|

SASKATCHEWAN (continued)

| | | | |
|---|---|-------|-----------------------|
| City of Saskatoon, Saskatoon | Cdn. Union of Public Employees (CLC) (inside and outside employees) | 1,380 | Public Administration |
| Saskatchewan Government Insurance, Regina | Office and Professional Employees Intl. Union (AFL-CIO/CLC) (office, clerical, service and maintenance employees) | 1,390 | Insurance |
| SaskPower, province-wide | Intl. Brotherhood of Electrical Workers (AFL-CIO/CLC) (plant and maintenance employees) | 1,150 | Utilities |
| University of Regina and University of Saskatchewan, Regina and Saskatoon | Cdn. Union of Public Employees (CLC) (office, clerical, service and maintenance employees) | 2,150 | Services |

ALBERTA

| | | | |
|---|--|-------|-----------------------|
| Calgary Public Library Board, Calgary | Cdn. Union of Public Employees (CLC) (librarians, office and clerical employees) | 500 | Services |
| City of Calgary, Calgary | Cdn. Union of Public Employees (CLC) (outside employees) | 2,000 | Public Administration |
| Cargill Limited, Cargill Foods Division, High River | United Food and Commercial Workers Intl. Union (AFL-CIO/CLC) (plant and maintenance employees) | 1,620 | Manufacturing |
| TELUS, province-wide | Intl. Brotherhood of Electrical Workers (AFL-CIO/CLC) (telephone operators) | 3,530 | Communications |
| TELUS, province-wide | Intl. Brotherhood of Electrical Workers (AFL-CIO/CLC) (craft and service employees) | 2,550 | Communications |

| Company and Location | Union and Occupation | Number of Employees | Industry |
|---|--|---------------------|-----------------------|
| BRITISH COLUMBIA | | | |
| BC Rail Limited, province-wide | Cdn. Union of Transportation Employees (CCU), United Transportation Union (AFL-CIO/CLC), Transportation-Communications Intl. Union (AFL-CIO/CLC), Intl. Brotherhood of Teamsters (AFL-CIO/CLC), Natl. Automobile, Aerospace, Transportation and General Workers Union of Canada (CAW-Canada) and United Assn. of Journeymen and Apprentices of the Plumbing and Pipe Fitting Industry of the United States and Canada (AFL-CIO/CLC) (maintenance of way employees, locomotive engineers, hostlers, firemen, operating employees, dispatchers, office, clerical and shopcraft employees and general tradesmen) (7 agreements) | 1,510 | Transportation |
| BC Tel, province-wide | Telecommunications Workers Union (CLC) (telephone operators, office, clerical, plant and maintenance employees) | 10,300 | Communications |
| Board of School Trustees, District No. 39, Vancouver | Intl. Union of Operating Engineers (AFL-CIO/CLC) (building maintenance and stationary engineers) | 840 | Services |
| British Columbia Assessment Authority, province-wide | Cdn. Union of Public Employees (CLC) (technical employees) | 590 | Public Administration |
| British Columbia Terminal Elevator Operators' Association, Vancouver | British Columbia Government and Service Employees Union (CLC) (grain elevator employees) | 750 | Utilities |
| Capital Regional District, Victoria | Cdn. Union of Public Employees (CLC) (office, clerical, outside and recreational employees) | 900 | Public Administration |
| Hudson General Aviation Services Inc., Vancouver Airport and Vancouver International Airport | Intl. Assn. of Machinists and Aerospace Workers (AFL-CIO/CLC) (hourly-rated employees) | 600 | Transportation |

Services - Community, Business and Personal Services

| Company and Location | Union and Occupation | Number of Employees | Industry |
|----------------------|----------------------|---------------------|----------|
|----------------------|----------------------|---------------------|----------|

BRITISH COLUMBIA (continued)

| | | | |
|--|---|-----|----------|
| J-Cat Holdings Ltd., Vancouver | British Columbia Government and Service Employees Union (CLC) (production employees) | 610 | Services |
| Loomis Courier Service, Division of Mayne Nickless Transport Inc.), province-wide | Natl. Automobile, Aerospace, Transportation and General Workers Union of Canada (CAW-Canada) (owner operators and hourly-rated employees) | 830 | Services |
| Pacific National Exhibition, Vancouver | Cdn. Union of Public Employees (CLC) (office, clerical, service and maintenance employees) | 510 | Services |

MULTIPROVINCE

| | | | |
|--|--|-------|----------------|
| AT&T Canada Long Distance Services Company, Canada-wide | Natl. Automobile, Aerospace, Transportation and General Workers Union of Canada (CAW-Canada) (telephone operators and technical employees) | 720 | Communications |
| Canadian Freightways Limited, province-wide, Alta, B.C., Man., Sask., and territory-wide, N.W.T. and Y.T. | Intl. Brotherhood of Teamsters (AFL-CIO/CLC) (truck drivers, mechanics and dockmen) | 570 | Transportation |
| Canadian National Railway Company, system-wide | Brotherhood of Maintenance Way Employees (AFL-CIO/CLC) (bridge and structure employees) | 4,000 | Transportation |
| Canadian National Railway Company, system-wide | Intl. Brotherhood of Electrical Workers (AFL-CIO/CLC) (service and maintenance employees) | 850 | Transportation |
| Canadian National Railway Company, system-wide (excl. Nfld.) | Natl. Automobile, Aerospace, Transportation and General Workers Union of Canada (CAW-Canada) (office, clerical and shopcraft employees) | 6,200 | Transportation |
| Canadian National Railway Company, system-wide | United Transportation Union (AFL-CIO/CLC) and Intl. Brotherhood of Locomotive Engineers (AFL-CIO/CLC) (trainmen) | 5,820 | Transportation |

Services - Community, Business and Personal Services

| Company and Location | Union and Occupation | Number of Employees | Industry |
|---|---|---------------------|----------------|
| MULTIPROVINCE (continued) | | | |
| Canadian Pacific Limited, system-wide | Brotherhood of Maintenance of Way Employees (AFL-CIO/CLC) (bridge and structure employees) | 2,530 | Transportation |
| Canadian Pacific Limited, system-wide | Natl. Automobile, Aerospace, Transportation and General Workers Union of Canada (CAW-Canada) (shopcraft employees) | 2,830 | Transportation |
| Canadian Pacific Limited and St. Lawrence and Hudson Railway, system-wide | Transportation-Communications Intl. Union (AFL-CIO/CLC) (non-operating employees) | 1,440 | Transportation |
| Via Rail Canada Inc., system-wide | Intl. Brotherhood of Locomotive Engineers (AFL-CIO/CLC) and United Transportation Union (AFL-CIO/CLC) (locomotive engineers) | 500 | Transportation |
| Via Rail Canada Inc., system-wide | Natl. Automobile, Aerospace, Transportation and General Workers Union of Canada (CAW-Canada) (non-operating employees, sleeping, dining and parlour car employees and shopcraft employees) (3 agreements) | 2,030 | Transportation |

The full 2000 Calendar of Major Collective Agreement Expiries and Reopeners is available on the Workplace Information Directorate Web site at:

<http://labour-travail.hrdc-drhc.gc.ca/doc/wid-dimt/eng/expreo.cfm>

SELECTED PROVISIONS IN MAJOR COLLECTIVE AGREEMENTS*

Maternity, Adoption and Extended Parental Leaves in Major Collective Agreements by Jurisdiction in Canada in January 1998

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Introduction

This article is the second in a series of articles dealing with provisions which help workers balance their work and family responsibilities and outlines the incidence of maternity, adoption and extended parental leave provisions in major collective agreements in Canada, in force in January 1998.

Firstly, we will provide an overview of the current legislative context¹ with regards to the length and eligibility requirements and, secondly, we will provide an overview of the duration and employment insurance supplement provided for in the major collective agreements in 1998, by jurisdiction.² We will, in effect, be studying the provisions for maternity and adoption leaves, more specifically with regards to duration of the leave and employment insurance supplement, that is, the supplement paid by the employer to the employee in order to top up the employment insurance benefits. We will also look at the provision for extended parental leave taken by either of the parents but requiring the return to work of the mother after her maternity or adoption leave. In this instance, our analysis only involves the remuneration aspect.

It is important to remember that the current national employment insurance system of the Government of Canada³ provides for 15 weeks of benefits for maternity leave and 10 weeks for parental leave for a total of

25 weeks. Biological and adoptive parents are entitled to parental leave which may be shared between both parents. Currently, one must have accumulated 700 hours of insurable employment in order to be eligible for maternity or parental leave. The Government of Canada proposes to reduce this requirement for eligibility to 600 hours of insurable employment for parents whose child is born or adopted on or after December 31, 2000. Furthermore, according to the current system, when the parents share the parental leave, each is subject to a two-week waiting period, that is a period of time during which no benefits are received. The Government of Canada proposes that only one such waiting period be required when the parents elect to share the parental leave.

The rate of employment insurance benefits provided by the Government of Canada's employment insurance program is 55 per cent of the average weekly insurable earnings to a maximum of \$413.00 per week.

Therefore, in the application of the provisions for maternity, adoption and parental leaves that exist in collective agreements, we must consider the national employment insurance program that complements these provisions.

* Major collective agreements are those covering 500 or more workers under provincial jurisdiction and 200 or more workers under federal jurisdiction.

¹ The information is drawn from "Employment Standards Legislation in Canada." For further information on family-related leave, please visit the Web site of the Labour Program at: <http://travail.hrdc-drhc.gc.ca/> then select "Strategic Policy and International Labour Affairs", and click on: "Employment Standards Legislation In Canada"

² The three territories and the province of Prince Edward Island is not analysed in this article, given the limited number of collective agreements in force during the period covered. For further information on family-related leave, please visit the Web site of the Labour Program at: <http://travail.hrdc-drhc.gc.ca/> then select "Strategic Policy and International Labour Affairs", and click on: "Employment Standards Legislation In Canada"

³ The information is drawn from "Employment Insurance". For further information on the current Canadian employment insurance program of the Government of Canada, please visit the Web site "Employment Insurance" at: <http://www.hrdc-drhc.gc.ca/ei/>

FEDERAL

Under the Canadian constitution, labour legislation is primarily a provincial responsibility. The federal government, however, administers labour affairs in the following industries.⁴

- 1) industries of an extra-provincial or international character, such as railways, bus operations, trucking, pipelines, ferries, tunnels, bridges, canals as well as shipping and related services (e.g. longshoring);
- 2) air transport, aircraft and airports;
- 3) telecommunications, such as radio and television broadcasting as well as telephone and cable systems;
- 4) banks;
- 5) works that have been declared by Parliament to be for the general advantage of Canada or of two or more provinces, such as grain elevators and uranium mining and processing; and
- 6) certain Federal Crown Corporations.

Current Legislative Context

Legislation — *Canada Labour Code*

| Period of Leave | Requirements |
|---|--|
| Maternity Leave: An employee is entitled to a leave of absence of up to 17 weeks of unpaid leave commencing no earlier than 11 weeks before the expected date of birth and ending no later than 17 weeks following the actual date of birth. s. 206 | Maternity and Parental Leaves: Leave is available to an employee who has completed six consecutive months of continuous employment. The employee must give at least four weeks notice before the commencement of the leave and inform the employer in writing of the length of leave intended to be taken. A medical certificate is required in the case of maternity leave. ss. 206, 206.1, 207 |
| Parental Leave: A leave of absence of up to 24 weeks is available to an employee who has or will have the actual care and custody of a new-born child or who adopts a child . The leave may be shared by two employees in such a way that the aggregate period of leave does not total more than 24 weeks. s. 206.1(1)(a), (2) Parental leave must be taken within the 52 weeks following the birth of the child, or the day on which the child comes into the employee's care. s. 206.1(1)(a) | |

⁴ The information is drawn from "Industrial Relations Legislation in Canada." For further information industrial relations legislation in Canada, please visit the Web site "Industrial Relations Legislation in Canada" at: <http://labour.hrdc-drhc.gc.ca/policy/cb-p/tm-irl.html>

Provisions

The universe of major collective agreements for the federal jurisdiction in 1998 includes 195 collective agreements, covering 307,287 employees.

Maximum Duration of Maternity or Adoption Leave, Paid or Unpaid, under Normal Circumstances, in January 1998

| Maximum Leave Duration | Maternity Leave | | Adoption Leave | |
|------------------------|-----------------|----------------------------|----------------|----------------------------|
| | % of Workers | % of Collective Agreements | % of Workers | % of Collective Agreements |
| 1 to 16 weeks | - | - | 0.5 | 1.0 |
| 17 weeks | 47.0 | 33.3 | 7.3 | 4.6 |
| 18 to 25 weeks | 6.9 | 7.2 | 42.6 | 25.6 |
| 26 weeks | 9.0 | 10.8 | 11.9 | 12.8 |
| 27 to 51 weeks | 5.1 | 3.6 | 0.7 | 2.6 |
| 1 year | 0.6 | 2.1 | 0.2 | 1.0 |
| Length not specified | 11.5 | 7.7 | 8.4 | 5.1 |
| No provision | 19.9 | 35.4 | 28.5 | 47.2 |

Provisions for Paid Maternity or Adoption Leave with an Employment Insurance Supplement

Under the provision dealing with maternity leave with employment insurance supplement, a financial supplement is paid by the employer to the employee to complement the employment insurance benefits. In major collective agreements in 1998, the employees received between 70 per cent and 100 per cent of their weekly income for a period varying from 2 to 27 weeks. The greatest proportion of employees in 1998 (29.1%) were eligible for 17 weeks leave with an employment insurance supplement representing 93 per cent of their weekly income. However, 37.3 per cent of employees were not covered by such a provision during their maternity leave.

On the other hand, with regards to paid adoption leave with employment insurance supplement, the situation was similar in 1998. In fact, the employees were eligible

for an allocation of 70 per cent to 100 per cent of their weekly salary for a period of 2 to 24 weeks. The greatest proportion of employees (24.5%) were eligible for 12 weeks with an employment insurance complement equivalent to 93 per cent of weekly earnings. Finally, a large proportion of employees (67.5%) in 1998 had no access to such benefits.

Extended Parental Leave Provision

In the collective agreements in force in 1998, there were provisions for extended parental leave which may be taken by either parent but require the mother's return to work after the maternity or adoption leave. Our statistical data only includes information on the amount of remuneration for that leave. Thus, in 1998, in the major collective agreements, this leave was granted without compensation by the employer.

ALBERTA

Current Legislative Context

Legislation — *Employment Standards Code*

| Period of Leave | Requirements |
|---|---|
| Maternity Leave: <p>The pregnant employee is entitled to 18 weeks of unpaid leave, commencing at any time during the 12 weeks immediately before the estimated date of birth, plus, if the actual date of delivery follows the estimated date of delivery, the time between the two dates. Post-natal leave must last at least six weeks unless a shorter period is agreed upon by the employer and the employee. Leave may be extended by up to three weeks if, after the date of delivery, the medical condition of the mother or child, as indicated in a medical certificate, prevents the employee from returning to work. s. 46(1),(2)</p> | Maternity Leave: <p>The employee must be employed by an employer for at least 12 consecutive months. The employee must give two weeks' written notice of the start of maternity leave. The employee must provide a medical certificate if required by the employer. ss. 45, 47</p> |
| Adoption Leave: <p>Either parent is entitled to not more than eight weeks unpaid leave when adopting a child under the age of three; the leave is to start on the date the adoptive parent first obtains custody of the child. s. 50(1),(2)</p> | Adoption Leave: <p>The employee must be employed by the employer for at least 12 consecutive months. The employee must give two weeks written notice of the expected custody of the child, or give notice as soon as possible after receiving notice of adoption. s.50(2),(3)</p> <p>An employer is not required to grant adoption leave to more than one parent of an adoptive child. s. 50(4)</p> |

Provisions

The universe of major collective agreements for Alberta in 1998 includes 85 collective agreements, covering 150,725 employees.

Maximum Duration of Maternity or Adoption Leave, Paid or Unpaid, under Normal Circumstances, in January 1998

| Maximum Leave Duration | Maternity Leave | | Adoption Leave | |
|------------------------|-----------------|----------------------------|----------------|----------------------------|
| | % of Workers | % of Collective Agreements | % of Workers | % of Collective Agreements |
| 1 to 16 weeks | 1.3 | 1.2 | 5.0 | 4.7 |
| 17 weeks | 0.3 | 1.2 | 0.5 | 1.2 |
| 18 to 25 weeks | 8.5 | 9.4 | 2.1 | 1.2 |
| 26 weeks | 37.3 | 30.6 | 43.5 | 40.0 |
| 27 to 51 weeks | 14.0 | 15.3 | 8.2 | 7.1 |
| 1 year | 2.0 | 4.7 | 3.5 | 5.9 |
| Length not specified | 1.9 | 3.5 | 1.4 | 2.4 |
| No provision | 34.5 | 34.1 | 35.8 | 37.6 |

Provisions for Paid Maternity or Adoption Leave with an Employment Insurance Supplement

In 1998, with regards to the provision dealing with maternity leave with employment insurance supplement, a very large proportion of employees (78.6%) were not covered by such provisions during maternity leave. Only 5.4 per cent of employees received between 93 per cent and 100 per cent of their weekly salaries for a period of 7 to 18 weeks.

On the other hand, with regards to paid adoption leave with employment insurance supplement, only 2.7 per cent of employees received 95 per cent of their salaries for a period of 10 to 18 weeks. The majority of employees, 97.3 per cent, were not covered by this provision.

Extended Parental Leave Provision

With respect to the extended parental leave found in the collective agreements in effect in 1998, this leave was not covered by the employer.

BRITISH COLUMBIA

Current Legislative Context

Legislation — *Employment Standards Act*

Period of Leave

Maternity Leave:

The pregnant employee is entitled to **18 consecutive weeks of unpaid leave**, commencing no earlier than 11 weeks before the expected birth date. The post-natal portion of the leave ends not less than six weeks after birth, unless a shorter period is requested in writing at least one week before returning to work; the employer may require a medical certificate. The unpaid leave may be extended for six consecutive weeks if the employee is unable to return to work for reasons related to the birth or the termination of the pregnancy. s. 50(1),(2),(3),(5)

Parental Leave:

The employee is entitled to **12 consecutive weeks of unpaid leave**, available to each parent, whether natural or **adoptive**. A natural mother must start the leave immediately following pregnancy leave unless the employer agrees otherwise. A natural father or an adoptive parent must take the leave within 52 weeks following the birth or the adoption of the child, as appropriate. s. 51(1)

Parental leave may be extended by up to five additional weeks when a child suffers from a physical, psychological or emotional condition requiring additional parental care. s. 51(2)

The combined period of pregnancy and parental leave for one employee cannot exceed 32 weeks not counting the possible six weeks maternity leave extension when the mother is unable to return to work, or the five weeks adoption leave extension when a child's condition requires additional parental care. s. 51(4)

Requirements

Maternity Leave:

The employee must give the employer a written request for the leave four weeks prior to anticipated date of leave. The request must be accompanied by a medical certificate if required by the employer. s. 50(4)

Parental Leave:

The employee must give the employer a written request at least four weeks prior to anticipated date of leave. If required by the employer, the request must be accompanied by a medical certificate or other evidence of the employee's entitlement to leave. s. 51(3)

Provisions

The universe of major collective agreements for British Columbia in 1998 includes 106 collective agreements, covering 312,662 employees.

Maximum Duration of Maternity or Adoption Leave, Paid or Unpaid, under Normal Circumstances, in January 1998

| Maximum Leave Duration | Maternity Leave | | Adoption Leave | |
|------------------------|-----------------|----------------------------|----------------|----------------------------|
| | % of Workers | % of Collective Agreements | % of Workers | % of Collective Agreements |
| 1 to 16 weeks | - | - | 26.1 | 25.5 |
| 17 weeks | 13.3 | 8.5 | 12.8 | 6.6 |
| 18 to 25 weeks | 20.9 | 45.3 | 3.6 | 8.5 |
| 26 weeks | 3.6 | 7.5 | 3.6 | 4.7 |
| 27 to 51 weeks | 10.7 | 4.7 | 8.8 | 1.9 |
| 1 year | 1.7 | 3.8 | 1.1 | 2.8 |
| More than 1 year | 13.4 | 0.9 | - | - |
| Length not specified | 5.6 | 2.8 | 0.4 | 1.9 |
| No provision | 30.8 | 26.4 | 43.7 | 48.1 |

Provisions for Paid Maternity or Adoption Leave with an Employment Insurance Supplement

With regards to maternity leave with employment insurance supplement, employees received between 60 per cent and 100 per cent of the weekly salaries for a period varying from 13 to 18 weeks. In 1998, a large proportion of employees (13.4%) could receive benefits for 17 weeks with an employment insurance supplement covering 70 per cent of the salary. However, a substantial number of employees were not covered by this type of provision.

With regards to paid adoption leave with employment insurance supplement, most employees (95.5%) did not have access to such benefits.

Extended Parental Leave Provision

With regards to extended parental leave benefits found in collective agreements in force in 1998, 68.4 per cent of employees did not have access to any provision of this type, while 30.4 per cent of employees received unpaid leave from the employer.

Current Legislative Context

Legislation — *Employment Standards Code*

| Period of Leave | Requirements |
|--|--|
| Maternity Leave: An employee is entitled to 17 weeks of leave , plus, if the date of delivery is after the estimated date of delivery, the period of time between the two dates. The leave is to start not earlier than 17 weeks before the estimated date of delivery and to end not later than 17 weeks after the date of delivery. s. 54(1),(2) | Maternity Leave: An employee must be employed by the same employer for at least 12 consecutive months. The employee must provide the employer not less than four weeks' written notice of the start of the leave, and must provide a medical certificate. ss. 53, 54(3)(a),(b) |
| Parental Leave: An employee who adopts a child or becomes the natural parent of a child, is entitled to a leave of 17 weeks , available to each parent, commencing no later than the first anniversary date of the birth or adoption of the child or of the date on which the child comes into the actual care and custody of the parent. When an employee takes parental leave in addition to maternity leave, both leaves must be taken in one continuous period, unless the employee and employer otherwise agree or a collective agreement provides otherwise. ss. 58(1),(3), 59 | Parental Leave: An employee must be employed by the employer for at least 12 consecutive months. He/she employee must give at least four weeks written notice before the intended commencement of leave. s. 58(1)(a),(b) |

Provisions

The universe of major collective agreements for Manitoba in 1998 includes 53 collective agreements, covering 94,454 employees.

**Maximum Duration of Maternity or Adoption Leave,
Paid or Unpaid, under Normal Circumstances, in January 1998**

| Maximum Leave Duration | Maternity Leave | | Adoption Leave | |
|------------------------|-----------------|----------------------------|----------------|----------------------------|
| | % of Workers | % of Collective Agreements | % of Workers | % of Collective Agreements |
| 17 weeks | 66.1 | 67.9 | 51.5 | 60.4 |
| 18 to 25 weeks | 9.1 | 7.5 | - | - |
| 26 weeks | - | - | 1.6 | 3.8 |
| 27 to 51 weeks | 3.5 | 7.5 | - | - |
| 1 year | 0.9 | 1.9 | 16.7 | 7.5 |
| Length not specified | - | - | 0.9 | 1.9 |
| No provision | 20.4 | 15.1 | 29.4 | 26.4 |

Provisions for Paid Maternity or Adoption Leave with an Employment Insurance Supplement

In major collective agreements in 1998, 37.1 per cent of employees received an employment insurance supplement from 93 per cent to 100 per cent of their weekly salaries for a period of 2 to 17 weeks. In 1998, the greater proportion of employees (32.5%) were eligible for 17 weeks of benefits with an employment insurance supplement covering 93 per cent of the weekly income. Finally, 53.9 per cent of employees had no access to such benefits.

With regards to paid adoption leave with an employment insurance supplement, a minute number of employees (3.4%) were eligible for a supplement of 95 per cent of the weekly revenues for a period of 12 to 17 weeks. A large proportion of employees (96.6%), were not covered by such provisions.

Extended Parental Leave Provision

In 1998, 86.5 per cent of employees did not have access to this type of benefit and 11.3 per cent were granted unpaid leave by the employer.

NEW BRUNSWICK

Current Legislative Context

Legislation — *Employment Standards Act*

| Period of Leave | Requirements |
|---|---|
| <p>Maternity Leave:</p> <p>An employer must grant a pregnant employee a 17 week unpaid leave to start at any time during the period 11 weeks before the expected date of delivery and the actual date of delivery. The period of leave must include the expected date of delivery. ss. 43(1),(3)</p> <p>Childcare Leave:</p> <p>An employer must grant the natural or adoptive parent of a child an unpaid leave of 12 consecutive weeks. The leave may be taken wholly by one of the parents or be shared between them. s. 44.02(2),(12)</p> <p>In the case of an employee who has taken maternity leave, childcare leave starts immediately after maternity leave unless the employer and employee agree otherwise. s. 44.02(10)</p> <p>A natural or adoptive parent must take the leave within 52 weeks following the date on which the newborn or adopted child came into the care and custody of the employee. s. 44.02(8)</p> <p>The employee is entitled up to five additional consecutive weeks of unpaid childcare leave where a doctor or the Minister of Health and Community Services (in the case of adoption) certifies that a newborn or adopted child, aged six months or more, suffers from a physical, psychological or emotional condition and requires parental care. s. 44.02(5)(6)</p> | <p>Maternity Leave:</p> <p>The employee must request the leave and provide a medical certificate stating the expected date of delivery. The employee must, four months before the projected date of delivery, advise the employer of her intent to take leave and give two weeks notice of the start of the leave. s. 43(1),(2)</p> <p>Childcare Leave:</p> <p>In the case of a natural parent, the employee must give four weeks' written notice of the start of the leave, and a medical certificate with the date of the actual or anticipated birth. In the case of an adoptive parent, the employee must give four months' notice of intent to take the leave, provide proof of actual or expected placement, and notify the employer of the start date and duration of leave. s. 44.02(3),(4)</p> |

Provisions

The universe of major collective agreements for New Brunswick in 1998 includes 30 collective agreements, covering 46,788 employees.

Maximum Duration of Maternity or Adoption Leave, Paid or Unpaid, under Normal Circumstances, in January 1998

| Maximum Leave Duration | Maternity Leave | | Adoption Leave | |
|------------------------|-----------------|----------------------------|----------------|----------------------------|
| | % of Workers | % of Collective Agreements | % of Workers | % of Collective Agreements |
| 1 to 16 weeks | 12.8 | 3.3 | 49.5 | 26.7 |
| 17 weeks | 23.4 | 26.7 | 8.8 | 13.3 |
| 18 to 25 weeks | 30.0 | 16.7 | - | - |
| 26 weeks | 5.0 | 3.3 | - | - |
| 27 to 51 weeks | 6.1 | 6.7 | - | - |
| Length not specified | - | - | 4.7 | 3.3 |
| No provision | 22.8 | 43.3 | 36.9 | 56.7 |

Provisions for Paid Maternity or Adoption Leave with an Employment Insurance Supplement

It is of interest to note that, in 1998, 37.4 per cent of employees were allowed to use accumulated sick leave at the beginning of their maternity leave to compensate for the two weeks waiting period in receiving employment insurance. Furthermore, 24.3 per cent of employees were eligible for paid maternity leave for periods varying from 6 to 17 weeks with an employment insurance supplement covering 75 per cent to 100 per cent of the revenues. On the other hand, 28.8 per cent of employees were not covered by this type of provision.

With regards to adoption leave, only 18.7 per cent of employees were eligible for leave of 2 to 17 weeks with an employment insurance supplement covering 93 per cent to 100 per cent of the revenues. Finally, a large proportion of employees (81.2%) had no access to such benefits.

Extended Parental Leave Provision

In 1998, only 2.3 per cent of employees were eligible for unpaid leave from the employer. Almost all employees (97.7%) had no such provisions in their collective agreements.

Current Legislative Context

Legislation — *Labour Standards Code and Regulation*

| Period of Leave | Requirements |
|--|---|
| <p>Maternity Leave:</p> <p>A pregnant employee is entitled to an unpaid leave of up to 17 weeks to commence not sooner than 16 weeks preceding the expected date of delivery, but beginning not later than the date of delivery. Leave ends not sooner than one week after delivery, and not later than 17 weeks after the pregnancy leave began, as determined by the employee. ss. 59(1),(2),(3)</p> <p>Parental Leave:</p> <p>An employee who becomes a parent through the birth or placement of one or more children is entitled to an unpaid leave of up to 17 weeks. The parental leave of an employee who has taken pregnancy leave, must begin when that leave ends, unless the child has not arrived in the employee's home during the pregnancy leave. In other cases, the leave starts from birth or after, or the date of the child or children first arriving in the employee's home. Leave ends not later than 17 weeks after it began, or 52 weeks after the child or children first arrive in the employee's home, whichever is earlier. s. 59B(1),(2),(3)</p> | <p>Maternity Leave:</p> <p>An employee must have been employed by her employer for at least one year. The employee must give the employer four weeks' notice of the date she will begin the leave, and, where the employer so requests, a medical certificate stating the expected date of delivery. ss. 59(1); 59D(1)(a)</p> <p>Parental Leave:</p> <p>An employee must have been employed by an employer for at least one year. Where pregnancy leave is not taken or the child does not arrive in the employee's home during the pregnancy leave, the employee must give the employer four weeks' notice of the start of parental leave. ss. 59B(1); 59D(1)(a)</p> |

Provisions

The universe of major collective agreements for Nova Scotia in 1998 includes 25 collective agreements, covering 43,602 employees.

**Maximum Duration of Maternity or Adoption Leave,
Paid or Unpaid, under Normal Circumstances, in January 1998**

| Maximum Leave Duration | Maternity Leave | | Adoption Leave | |
|------------------------|-----------------|----------------------------|----------------|----------------------------|
| | % of Workers | % of Collective Agreements | % of Workers | % of Collective Agreements |
| 1 to 16 weeks | - | - | 27.9 | 16.0 |
| 17 weeks | 44.5 | 36.0 | 10.9 | 12.0 |
| 18 to 25 weeks | 1.4 | 4.0 | 3.9 | 8.0 |
| Length not specified | 3.0 | 8.0 | - | - |
| No provision | 51.1 | 52.0 | 57.3 | 64.0 |

Provisions for Paid Maternity or Adoption Leave with an Employment Insurance Supplement

The major collective agreements in Nova Scotia reveal an interesting phenomenon. In fact, the employment insurance supplement available to the employee during maternity leave varied from 93 per cent to 95 per cent of the weekly revenues for a period of 17 weeks. Furthermore, 27.9 per cent of employees were covered by this type of provision. However, we note that 72.1 per cent of employees were still not covered by this provision.

The situation is somewhat different for adoption leave. In fact, the employee who adopted a child was eligible for leave for a period varying from 7 to 12 weeks with employment insurance supplement covering 93 per cent to 95 per cent of weekly revenues. In 1998, 73.6 per cent of employees did not have access to such benefits.

Extended Parental Leave Provision

In 1998, only one collective agreement provided unpaid leave to 22.9 per cent of employees while 77.1 per cent of employees received no such benefits.

ONTARIO

Current Legislative Context

Legislation — *Employment Standards Act and Employment Standards Regulations*

| Period of Leave | Requirements |
|---|--|
| <p>Maternity Leave:</p> <p>A pregnant employee is entitled to 17 weeks of unpaid leave, commencing no earlier than 17 weeks before the estimated date of birth. If parental is available, pregnancy leave ends 17 weeks after it started. If parental leave is not available, pregnancy leave ends 17 weeks after it started or six weeks after birth, whichever is later. ss. 35(2), 37(1),(2)</p> <p>Parental Leave:</p> <p>An employee is entitled to 18 weeks of unpaid leave. The leave, which is available to each parent, whether natural or adoptive must begin within 35 weeks after the birth of the child or after the child comes into care, custody and control of the parent for the first time. The parental leave of an employee who takes pregnancy leave must begin when the pregnancy leave ends unless the child has not yet come into the care, custody and control of parent for the first time. ss. 38(2),(3), 40</p> | <p>Maternity Leave:</p> <p>A pregnant employee is entitled to pregnancy leave if she started employment with an employer at least 13 weeks before the expected date of birth. The employee must give two weeks' written notice of the date the leave is to begin, and provide a medical certificate. s. 35(1),(3)</p> <p>Parental Leave:</p> <p>An employee is entitled to parental leave if the employee has been employed by his/her employer for at least 13 weeks. The employer must give at least two weeks' written notice of the date the leave is to begin. s. 38(1),(4)</p> |

Provisions

The universe of major collective agreements for Ontario in 1998 includes 322 collective agreements, covering 612,413 employees.

Maximum Duration of Maternity or Adoption Leave, Paid or Unpaid, under Normal Circumstances, in January 1998

| Maximum Leave Duration | Maternity Leave | | Adoption Leave | |
|------------------------|-----------------|----------------------------|----------------|----------------------------|
| | % of Workers | % of Collective Agreements | % of Workers | % of Collective Agreements |
| 1 to 16 weeks | - | - | 3.6 | 3.1 |
| 17 weeks | 53.7 | 50.6 | 6.7 | 6.5 |
| 18 to 25 weeks | 0.7 | 1.6 | 44.0 | 37.3 |
| 26 weeks | 3.3 | 5.0 | 2.0 | 4.0 |
| 27 to 51 weeks | 0.9 | 1.9 | 0.7 | 1.2 |
| 1 year | 2.2 | 1.6 | 2.0 | 0.9 |
| More than 1 year | - | - | 0.1 | 0.3 |
| Length not specified | 4.4 | 4.7 | 3.1 | 3.1 |
| No provision | 34.9 | 34.8 | 37.9 | 43.5 |

Provisions for Paid Maternity or Adoption Leave with an Employment Insurance Supplement

In 1998, the major collective agreements provided pregnant employees with 2 to 39 weeks of maternity leave with an employment insurance supplement covering from 60 per cent to 100 per cent of their salaries. The greater proportion of employees (22.6%) were eligible for 17 weeks of benefits with an employment insurance supplement covering 93 per cent of their salaries. Finally, we note that 45.6 per cent of pregnant employees were not covered by this type of provision.

On the other hand, with regards to adoption leave, the employee was eligible for a leave of 2 to 26 weeks with an employment insurance supplement covering

60 per cent to 100 per cent of their weekly salaries. The greater proportion of employees (14.2%) were eligible for a maximum adoption leave of 12 weeks with employment insurance supplement covering 93 per cent of their weekly revenues. The majority of employees (53.9%) were not covered by this type of provision.

Extended Parental Leave Provision

In collective agreements in Ontario in 1998, we note that 3.2 per cent of employees were eligible for parental leave but it was unpaid leave. The majority of employees (96.5%) were not covered by this type of provision.

Current Legislative Context

Legislation — *An Act Respecting Labour Standards and Regulation Respecting Labour Standards*

| Period of Leave | Requirements |
|--|--|
| <p>Maternity Leave:</p> <p>A pregnant employee is entitled to 18 weeks of unpaid continuous leave, commencing at any time from the 16th week before the expected date of birth, plus, if the delivery takes place after the expected date, the period of time between the two dates <u>unless</u> there already are at least two weeks of maternity leave after delivery.</p> <p>A further extension of up to six weeks is available if the health of the mother or child so requires. ss. 81.4, 81.5 of the Act; ss. 17, 18, 23 of the Regulation</p> <p>Parental Leave:</p> <p>The father and mother of a newborn child, or a person who adopts a child, are entitled to not more than 52 weeks of parental leave without pay. Parental leave may not start before the day the child is born, or the day the adopted child is entrusted to the employee, and ends not later than 70 weeks after those days. Leave may also begin from the day the employee leaves work to go to a place outside Quebec in order that a child be entrusted the parent. Parental leave does not apply to an employee who adopts the child of the employee's consort. ss. 81.10, 81.11</p> | <p>Maternity Leave:</p> <p>The employee must give written notice of not less than three weeks indicating the date of the intended beginning of the leave and the date of return to work; the employee must have been in the service of the employer the day preceding the three weeks notice; also, a medical certificate or where applicable, a written report signed by a midwife, must be sent along with the notice. s. 81.6 ss. 15, 24 of the Regulation</p> <p>To benefit from the six weeks extension on account of the health of mother or child, the employee must send her employer a notice and a medical certificate before the end of the maternity leave. s. 23 of the Regulation</p> <p>Parental Leave:</p> <p>An employee must give notice of not less than three weeks, stating the date of the start of the leave and the date of return to work. s. 81.12</p> |

Provisions

The universe of collective agreements for Quebec in 1998 includes 193 collective agreements, covering 556,435 employees.

Maximum Duration of Maternity or Adoption Leave, Paid or Unpaid, under Normal Circumstances, in January 1998

| Maximum Leave Duration | Maternity Leave | | Adoption Leave | |
|------------------------|-----------------|----------------------------|----------------|----------------------------|
| | % of Workers | % of Collective Agreements | % of Workers | % of Collective Agreements |
| 1 to 16 weeks | - | - | 63.6 | 43.5 |
| 17 weeks | 0.4 | 1.0 | - | - |
| 18 to 25 weeks | 84.2 | 67.9 | 3.9 | 5.2 |
| 26 weeks | 0.4 | 2.1 | - | - |
| 27 to 51 weeks | 2.1 | 4.1 | 11.2 | 11.4 |
| 1 year | 0.4 | 2.1 | 0.6 | 2.1 |
| More than 1 year | 0.6 | 1.6 | 1.0 | 2.1 |
| Length not specified | 0.6 | 1.0 | - | - |
| No provision | 11.3 | 20.2 | 19.7 | 35.8 |

Provisions for Paid Maternity or Adoption Leave with an Employment Insurance Supplement

In 1998, maternity leave with an employment insurance supplement varied from 2 to 21 weeks with employment insurance supplement between 60 per cent and 100 per cent of the weekly income. The majority of employees (57.9%) were eligible for 20 weeks of leave with an employment insurance supplement covering 93 per cent of their revenues. Finally, in 1998, 28.9 per cent of employees were not covered by such provisions.

As for adoption leave, the duration could vary from 8 to 20 weeks with an employment insurance supplement allowing the employee to receive between 65 per cent and 100 per cent of their weekly salaries.

The majority of employees (62.5%) were eligible for 10 weeks of leave with an employment insurance supplement covering their full revenues, that is 100 per cent. In 1998, nearly a third of employees (33.1%) did not have access to these benefits.

Extended Parental Leave Provision

In 1998, with regards to extended parental leave, 52.2 per cent of employees were covered by this provision and were eligible for unpaid leave from the employer. A large proportion of employees (47.8%) were not covered by this type of provision.

Current Legislative Context

| Legislation — Labour Standards Act | |
|---|---|
| Period of Leave | Requirements |
| Maternity Leave: An employee is entitled to 18 weeks of unpaid leave , commencing at any time within 12 weeks of the estimated date of birth. Where the actual date of birth is later than the estimated date of birth, the employee is entitled to not less than six weeks leave after the actual date of birth. The employee who is unable, for medical reasons, to return to work and who provides a medical certificate, is entitled to a further period of leave not exceeding six weeks. ss. 23(3),(6), 24 | Maternity Leave: The employee must be currently employed and have been in the employment of an employer for a total of at least 20 weeks in the 52 weeks preceding the leave. The employee must submit a written application at least four weeks before the commencement of the leave. The employee must also provide a medical certificate. s. 23(1) |
| Parental Leave: An employee is entitled to 12 consecutive weeks of unpaid leave to be taken in any combination during the month before or during the eight months after the estimated date of birth, or the day on which the child comes into employee's care. An employee who takes both maternity leave and parental leave must take the two leaves consecutively. s. 29.1(2),(5) | Parental Leave: The employee must be currently employed and have been in the employment of the employer for a total of at least 20 weeks in the 52 weeks preceding the leave. The employee must submit a written application at least four weeks before the commencement of the leave. If the employee is on maternity leave, the notice must be submitted four weeks prior to the scheduled date of return to work. s. 29.1(1) |
| Adoption Leave: An employee is entitled to a period of not more than 18 weeks of unpaid leave commencing on the day the child becomes available for adoption. s. 29.2(2) | Adoption Leave: The employee must be currently employed and have been in the employment of the employer for a total of at least 20 weeks in the 52 weeks preceding the leave. The employee must submit a written application at least four weeks before the day the child comes into the employee's care. The employee must be the primary caregiver of the adopted child during the leave. s. 29.2 (1) |

Provisions

The universe of major collective agreements for Saskatchewan in 1998 includes 27 collective agreements, covering 54,501 employees.

Maximum Duration of Maternity or Adoption Leave, Paid or Unpaid, under Normal Circumstances, in January 1998

| Maximum Leave Duration | Maternity Leave | | Adoption Leave | |
|------------------------|-----------------|----------------------------|----------------|----------------------------|
| | % of Workers | % of Collective Agreements | % of Workers | % of Collective Agreements |
| 17 weeks | - | - | 5.2 | 11.1 |
| 18 to 25 weeks | 7.3 | 14.8 | 10.8 | 11.1 |
| 26 weeks | 12.0 | 25.9 | 26.1 | 18.5 |
| 27 to 51 weeks | 11.7 | 11.1 | 5.0 | 7.4 |
| 1 year | 45.2 | 40.7 | 22.0 | 25.9 |
| No provision | 23.9 | 7.4 | 30.9 | 25.9 |

Provisions for Paid Maternity or Adoption Leave with an Employment Insurance Supplement

The major collective agreements in Saskatchewan offered their employees the possibility of maternity leave with an employment insurance supplement covering 95 per cent to 100 per cent of their weekly salaries for a period of 12 to 17 weeks. The greater proportion of employees (23.7%) were eligible for 17 weeks with an employment insurance supplement covering 95 per cent of their salaries. However, the majority of employees (61.7%) did not have access to such provisions.

Adoption leave reveals a different picture. In fact, 2.8 per cent of employees were eligible for leave from 12 to 17 weeks with an employment insurance supplement covering 95 per cent to 100 per cent of their weekly salaries, while 97.2 per cent of employees could not avail themselves of such benefits.

Extended Parental Leave Provision

In 1998, 86.6 per cent of employees did not have access to this type of provision. However, 13.4 per cent of employees could take unpaid parental leave.

Legislation — *Labour Standards Act*

| Period of Leave | Requirements |
|---|--|
| <p>Maternity Leave:</p> <p>The pregnancy leave of an employee who is entitled to take parental leave is a 17 week unpaid leave commencing not earlier than 17 weeks before the expected date of birth, and ending 17 weeks after it started. ss. 40(2), 42(1)</p> <p>The pregnancy leave of an employee who is <u>not</u> entitled to take parental leave ends 17 weeks after it began, or six weeks after birth, whichever is later. ss. 40(2), 42(2)</p> <p>Adoption Leave:</p> <p>An employee is entitled to 17 weeks of unpaid leave, available to each parent, following the coming of the child into the care and custody of the parent for the first time. Adoption leave ends 17 weeks after it began. ss. 43(1), 43.2</p> <p>Parental Leave:</p> <p>An employee is entitled to 12 weeks of unpaid Leave, available to each parent. Parental leave may begin not later than 35 weeks after the child is born or comes into the care and custody of the parent for the 1st time; it ends 12 weeks after it began. In the case of an employee who has taken pregnancy leave, parental leave begins when pregnancy leave ends unless the child has not yet come into the care and custody of the parent. ss. 43.3(1),(2),(3), 43.5</p> | <p>Maternity Leave:</p> <p>A pregnant employee must have been employed under a contract of service with the same employer for 20 consecutive weeks “immediately before the expected birth date”; the employee must give at least two weeks written notice of the date the leave is to begin, and provide a medical certificate. Ss. 40(1),(3), 41</p> <p>Adoption and Parental Leave:</p> <p>The employee must have been employed under a contract of service with the employer for at least 20 consecutive weeks. The employee must give at least two weeks written notice of the date the leave is to begin. ss. 43(1),(2), 43.3(1),(4)</p> <p>NOTE: An employee on pregnancy leave who does not intend to take parental leave must notify the employer not less than four weeks before the employee intends to return to work. s. 42(4)</p> |

Provisions

The universe of major collective agreements for Newfoundland in 1998 includes 19 collective agreements, covering 35,410 employees.

Maximum Duration of Maternity or Adoption Leave, Paid or Unpaid, under Normal Circumstances, in January 1998

| Maximum Leave Duration | Maternity Leave | | Adoption Leave | |
|------------------------|-----------------|----------------------------|----------------|----------------------------|
| | % of Workers | % of Collective Agreements | % of Workers | % of Collective Agreements |
| 17 weeks | 9.3 | 26.3 | 1.7 | 5.3 |
| 27 to 51 weeks | 84.0 | 57.9 | 75.6 | 52.6 |
| Length not specified | 4.2 | 10.5 | - | - |
| No provision | 2.4 | 5.3 | 22.7 | 42.1 |

Provisions for Paid Maternity or Adoption Leave with an Employment Insurance Supplement

It is interesting to note the absence of major collective agreements in 1998 that had provisions for an employment insurance supplement for either maternity or adoption leave.

Extended Parental Leave Provision

In 1998, 14.0 per cent of employees could avail themselves of this unpaid leave, while 81.8 per cent did not have access to such provisions.

Conclusion

In general, we have concluded that the universe of collective agreements has adapted to the Canadian employment standards legislation. It will be further interesting to assess the impact that the initiatives aimed at extending parental leave benefits announced in the Speech from the Throne of October 12, 1999, will have on collective agreements. These measures include the Government of Canada's commitment towards an increase in parental leave to 35 weeks which is over and above the 15 weeks of maternity benefits and 10 weeks of parental leave currently available to Canadian families through the employment insurance program. These changes will be introduced in order to afford parents with young children greater flexibility in reconciling their work and family responsibilities.

For further information on:

family-related leave,
please visit the Web site of the Labour Program at:
<http://travail.hrdc-drhc.gc.ca/>

then select "Strategic Policy and International Labour Affairs",
and click on: "Employment Standards Legislation In Canada";

current Canadian Employment Insurance Program of the Government of Canada,
please visit the Web site "Employment Insurance" at:
<http://www.hrdc-drhc.gc.ca/ei/>

industrial relations legislation in Canada,
please visit the Web site "Industrial Relations Legislation in Canada" at:
<http://labour.hrdc-drhc.gc.ca/policy/cb-p/tm-irl.html>

WORK STOPPAGES* – SECOND QUARTER 2000 AND CHRONOLOGICAL PERSPECTIVE

*Work Stoppages, Labour Organizations and Collective Agreement Analysis Section
Workplace Information Directorate
Labour Program, Human Resources Development Canada*

Summary

- Time not worked as a result of strikes and lockouts during the first six months of 2000 amounted to 783,336 person-days. This total is lower than the 1990-1999 first six months average of 1,216,110 person-days lost
- The number of workers involved in labour disputes during the first six months of 2000 totalled 92,615
- which is less than the 1990-1999 first six months average of 93,992
- There were 228 work stoppages during the first six months of 2000, compared with the 1990-1999 first six months average of 235 stoppages
- The value of 8,5 person-days not worked per worker involved in disputes is significantly lower than the previous ten year average of 14,4 days

Table A

Work Stoppages by Jurisdiction – 2000

| Jurisdiction | Ongoing during the Second Quarter | | | Cumulative to June 30, 2000 | | |
|------------------------------------|-----------------------------------|------------------|------------------------|-----------------------------|------------------|------------------------|
| | Stoppages | Workers Involved | Person-Days Not Worked | Stoppages | Workers Involved | Person-Days Not Worked |
| Newfoundland | 5 | 1,394 | 9,240 | 9 | 2,069 | 15,350 |
| Prince Edward Island | - | - | - | - | - | - |
| Nova Scotia | 1 | 9 | 15 | 4 | 224 | 9,135 |
| New Brunswick | 2 | 460 | 1,980 | 2 | 460 | 9,020 |
| Quebec | 35 | 4,450 | 45,600 | 85 | 6,865 | 167,855 |
| Ontario | 52 | 28,470 | 175,900 | 79 | 31,270 | 285,120 |
| Manitoba | 3 | 499 | 9,830 | 4 | 206 | 16,702 |
| Saskatchewan | - | - | - | 2 | 208 | 6,920 |
| Alberta | 4 | 7,394 | 19,228 | 6 | 7,616 | 47,518 |
| British Columbia | 10 | 12,423 | 53,898 | 29 | 39,267 | 152,526 |
| More Than One Province | 1 | 168 | 2,440 | 1 | 84 | 2,440 |
| Total Provinces | 113 | 55,267 | 318,131 | 221 | 88,269 | 712,586 |
| <i>Canada Labour Code - Part I</i> | 4 | 2,788 | 31,640 | 7 | 4,346 | 70,750 |
| Federal Administration | - | - | - | - | - | - |
| Federal Total | 4 | 2,788 | 31,640 | 7 | 4,346 | 70,750 |
| Total | 117 | 58,055 | 349,771 | 228 | 92,615 | 783,336 |

Source: Workplace Information Directorate

* Involving one or more employees.

- Three major work stoppages with the City of Toronto involved 16,500 members of the Canadian Union of Public Employees during the first six months of 2000 accounting for approximately 11 per cent of the total person-days not worked
- A strike with the British Columbia Public School Employers Association and the Canadian Union of Public Employees involving 12,920 employees accounted for approximately 8.0 per cent of the person-days not worked during the first six months of the year 2000
- Another strike in British Columbia involving 11,630 Industrial Wood and Allied Workers and Forest Industrial Relations accounted for 46,510 person-days not worked

Table B
Work Stoppages by Industry – 2000

| Industries | Ongoing during the Second Quarter | | | Cumulative to June 30, 2000 | | |
|---|-----------------------------------|------------------|------------------------|-----------------------------|------------------|------------------------|
| | Stoppages | Workers Involved | Person-Days Not Worked | Stoppages | Workers Involved | Person-Days Not Worked |
| Primary Industries | 5 | 12,739 | 53,505 | 10 | 14,805 | 85,785 |
| Manufacturing | 51 | 12,760 | 111,694 | 88 | 12,769 | 232,726 |
| Construction | 3 | 480 | 5,390 | 3 | 265 | 5,390 |
| Transportation, Communication and Other Utilities | 7 | 1,272 | 19,220 | 18 | 3,897 | 53,672 |
| Trade and Finance | 16 | 1,365 | 19,230 | 31 | 1,494 | 48,100 |
| Community, Business and Personal Services | 25 | 12,229 | 58,542 | 63 | 42,206 | 247,063 |
| Public Administration | 10 | 17,210 | 82,190 | 15 | 17,179 | 110,600 |
| Various Industries | - | - | - | - | - | - |
| Total | 117 | 58,055 | 349,771 | 228 | 92,615 | 783,336 |

Source: Workplace Information Directorate

Table C

Work Stoppages – A Chronological Perspective

| Period | Number beginning year or month | in existence during year or month* | | | % of Estimated working time |
|-----------|--------------------------------------|------------------------------------|---------------------|---------------------------|--------------------------------|
| | | Total Number | Workers involved | Person-days not worked | |
| 1990 | 519 | 579 | 270,471 | 5,079,190 | 0.17 |
| 1991 | 399 | 463 | 253,334 | 2,516,090 | 0.09 |
| 1992 | 353 | 404 | 149,940 | 2,110,180 | 0.07 |
| 1993 | 323 | 381 | 101,784 | 1,516,640 | 0.05 |
| 1994 | 312 | 374 | 80,856 | 1,606,580 | 0.06 |
| 1995 | 282 | 328 | 149,159 | 1,583,061 | 0.05 |
| 1996 | 297 | 330 | 281,816 | 3,351,820 | 0.11 |
| 1997 | 229 | 284 | 257,664 | 3,610,206 | 0.12 |
| 1998 | 341 | 381 | 244,402 | 2,443,876 | 0.08 |
| 1999 | 358 | 413 | 158,612 | 2,445,741 | 0.08 |
| 2000 | 170 | 228 | 92,615 | 783,336 | 0.05 |
| 1999 | | | | | |
| June | 41 | 108 | 17,862 | 193,260 | 0.07 |
| July | 27 | 99 | 21,024 | 301,245 | 0.11 |
| August | 27 | 94 | 11,884 | 176,835 | 0.07 |
| September | 31 | 102 | 16,464 | 169,765 | 0.06 |
| October | 27 | 95 | 10,601 | 122,340 | 0.05 |
| November | 32 | 92 | 15,506 | 153,900 | 0.06 |
| December | 30 | 94 | 16,774 | 114,994 | 0.04 |
| 2000 | | | | | |
| January | 27 | 85 | 23,140 | 145,744 | 0.06 |
| February | 26 | 84 | 11,821 | 72,070 | 0.03 |
| March | 30 | 88 | 35,523 | 162,833 | 0.06 |
| April | 35 | 92 | 24,452 | 153,301 | 0.06 |
| May | 28 | 91 | 13,770 | 109,723 | 0.04 |
| June | 24 | 94 | 22,836 | 139,665 | 0.05 |

* Refers to work stoppages which began during the year or month as well as those carried over from the previous year or month.

Source: Workplace Information Directorate

TECHNICAL NOTES

Data on work stoppages collected by the Workplace Information Directorate of the Labour Program of Human Resources Development Canada covers strikes and lockouts which amount to ten or more person-days lost.

A strike is a concerted work stoppage by a group of employees which is done in order to bring about a change in an employer's position, and it occurs during the negotiating process. A legal strike is one that respects all the conditions mandated by law, most notably that the strike is taking place during negotiations. A strike will be declared illegal if it does not respect the applicable laws. A lockout occurs when work is suspended by the employer or a group of employers in order to pressure employees to change their position, and a lockout must also occur during the negotiating process.

Developments leading to work stoppages are sometimes too complex to make it practicable to distinguish between strikes on the one hand and lockouts on the other.

The major characteristics of work stoppages on which information is gathered are:

Employer – Firm or firms employing the workers reported on strike or locked out.

Location – Location of the plant or premises at which the work stoppage occurred.

Industry – Industry of employer according to the Standard Industrial Classification, Statistics Canada (Revised 1970).

Union – The workers' organization(s) directly involved or concerned in the dispute that led to work stoppage.

Workers Involved – The total number, or approximate total number, of workers reported on strike or locked out, whether or not they all belonged to the union directly involved in the dispute that led to work stoppage. Where the number of workers involved varied in the course of the stoppage, the maximum number is used in tabulating annual or other totals. (Where a stoppage commenced in a previous year, the maximum number during the whole stoppage is

the number used). Monthly totals are similarly based on the highest figures but allowance is made for changes reported in stoppages extending over two or more months. The total number of workers shown may include the same workers more than once if they are involved in more than one work stoppage during the year (or other reference period). Workers indirectly affected, such as those laid off as a result of a work stoppage, are not included in the data on workers involved.

Starting Date – The day on which the work stoppage began.

Termination Date – For work stoppages that are terminated by mutual agreement, the termination date is the day on which work was resumed. Where normal operations could not be resumed shortly after the employees agreed to return, the day on which they were available for work is regarded as the termination date. Some work stoppages are never formally settled, and this presents statistical difficulties. In such a case, the stoppage is usually considered terminated for statistical purposes, at the date by which it was established that two-thirds or more of the workers involved had either returned to work, or had found work with other employers; or the date by which it was reported that the operations affected by the work stoppage would not be resumed.

Duration – The duration of each stoppage is calculated in terms of working days, including the starting date and all subsequent normal working days up to the termination date. The days counted as working days are those on which the establishment involved would normally be in operation (five days per week).

Duration in Person-Days – Duration in working days multiplied by the number of workers involved. For work stoppages involving establishments in which the number of weekly working days (see Duration above) exceeds the work week of individual employees, the duration in person-days is adjusted by the appropriate ratio. Variations in the number of workers involved in the course of a stoppage are also taken into account in the calculation as far as practicable. The data on duration of work stoppages in person-days are provided to facilitate comparisons of work stoppages in terms of a common denominator; they are not intended as a

measure of the loss of production time to the economy. The expression "Time loss" is occasionally used instead of "duration in person-days". The term most commonly used is person-days not worked due to the duration in person-days of all work stoppages in a year is also shown as a percentage of estimated working time based on estimates of the number of non-agricultural paid workers in Canada obtained from the Labour Force Survey of Statistics Canada.

Jurisdiction – Statistics on work stoppages are also classified according to jurisdiction. This is done on the basis of the government and those businesses

covered by Part 1 of the *Canadian Labour Code* whose industrial relations statistics are applicable to the establishment involved in the dispute. (The tabulation of statistics on work stoppages by jurisdiction corresponds to a tabulation by province, except where the Federal jurisdiction is involved.)

The data reflect all work stoppages that have come to the notice of Workplace Information Directorate, and meet the criteria defined above, e.g., minimum person-days. The methods used to secure this information are believed to be adequate to preclude the possibility of major omissions.

UNION MEMBERSHIP IN CANADA – 2000

Workplace Information Directorate
Labour Program, Human Resources Development Canada

Preliminary data from a survey of labour organizations in Canada with units of 50 or more members show that union membership in January 2000, stood at 4,057,850. This figure represents an increase of 45,930 members compared to 1999, namely 4,011,920 members (see graph and table). However, over the year, non-agricultural paid employment rose (more rapidly) by 412,000. Consequently, the unionization rate or union density (union membership as a percentage of non-agricultural paid employment) continued its decline to 31.9 per cent (from 32.6 per cent in 1999).

The affiliated membership of the Canadian Labour Congress increased by 55,070 from 2,759,510 in 1999 to 2,814,580 in 2000 (in comparison to the union membership increase of 45,930). As a result, the Canada Labour Congress' share of total union membership rose to 69.4 per cent in 2000, from 68.8 per cent in 1999. Membership in other central labour unions remained relatively stable between 1999 and 2000.

Between 1999 and 2000, the union membership has declined among the nonaffiliated national unions and among the AFL-CIO/CLC affiliates and the AFL-CIO only affiliates.

**Union Membership, Civilian Labour Force
and the Non-Agricultural Paid Workers
1988-2000**



Source: Workplace Information Directorate

Table 1

Union Membership in Canada, 1988-2000
Established with New Series of Labour Force
and Non-Agricultural Paid Workers

| <u>Year</u> | <u>Union Membership (000s)</u> | <u>Civilian Labour Force* (000s)</u> | <u>Non-Agricultural Paid Workers* (000s)</u> | <u>Union Membership as a Percentage of Civilian Labour Force</u> | <u>Union Membership as a Percentage of Non-Agricultural Paid Workers</u> |
|-------------|--|--|--|--|--|
| 1988 | 3,841 | 13,512 | 10,963 | 28.4 | 35.0 |
| 1989 | 3,944 | 13,779 | 11,340 | 28.6 | 34.8 |
| 1990 | 4,031 | 14,047 | 11,598 | 28.7 | 34.8 |
| 1991 | 4,068 | 14,241 | 11,679 | 28.6 | 34.8 |
| 1992 | 4,089 | 14,330 | 11,414 | 28.5 | 35.8 |
| 1993 | 4,071 | 14,362 | 11,303 | 28.3 | 36.0 |
| 1994 | 4,078 | 14,505 | 11,310 | 28.1 | 36.1 |
| 1995 | 4,003 | 14,627 | 11,526 | 27.4 | 34.7 |
| 1996 | 4,033 | 14,750 | 11,764 | 27.3 | 34.3 |
| 1997 | 4,074 | 14,900 | 11,802 | 27.3 | 34.5 |
| 1998 | 3,938 | 15,153 | 12,031 | 26.0 | 32.7 |
| 1999 | 4,010 | 15,418 | 12,295 | 26.0 | 32.6 |
| 2000 | 4,058 | 15,721 | 12,707 | 25.8 | 31.9 |

Note: Labour Force and non-agricultural paid employment data shown for each year are annual averages of the preceding year; data shown for union membership are as of January of the years shown and as reported by labour organizations.

* Source: Statistics Canada, *The Labour Force Survey*, Cat. No. 71E 0004 X CB

Table 2

Unions with Largest Membership, 1999-2000

| | Membership (000s) | |
|--|-------------------|-------------|
| | <u>1999</u> | <u>2000</u> |
| Canadian Union of Public Employees (CLC) | 461.8 | 485.0 |
| National Union of Public and General Employees (CLC) | 309.0 | 325.0 |
| National Automobile, Aerospace, Transportation and General Workers Union of Canada (CAW-Canada) | 215.0 | 220.0 |
| United Food and Commercial Workers International Union (AFL-CIO/CLC) | 200.0 | 210.4 |
| United Steelworkers of America (AFL-CIO/CLC) | 200.0 | 190.0 |
| Public Service Alliance of Canada (CTC) | 142.3 | 146.6 |
| Communications, Energy and Paperworkers Union of Canada (CLC) | 144.3 | 144.3 |
| International Brotherhood of Teamsters (AFL-CIO/CLC) | 93.0 | 100.2 |
| Fédération de la santé et des services sociaux (CSN) | 97.0 | 97.0 |
| Service Employees International Union (AFL-CIO/CLC) | 81.5 | 90.0 |
| Fédération des syndicats de l'enseignement (CEQ) | 82.6 | 80.9 |
| Laborers' International Union of North America (AFL-CIO/CLC) | 60.0 | 60.0 |
| International Brotherhood of Electrical Workers (AFL-CIO/CLC) | 57.0 | 59.6 |
| United Brotherhood of Carpenters and Joiners of America (AFL-CIO/CLC) | 56.0 | 56.0 |
| Canadian Union of Postal Workers (CLC) | 54.8 | 54.8 |
| Elementary Teachers' Federation of Ontario (Ind.) | 62.2 | 52.4 |
| Ontario Secondary School Teachers' Federation (CLC) | 46.0 | 51.4 |
| Fédération des infirmières et infirmiers du Québec (Ind.) | 47.5 | 47.5 |
| International Association of Machinists and Aerospace Workers (AFL-CIO/CLC) | 50.0 | 45.0 |
| Ontario Nurses' Association (Ind.) | 45.0 | 45.0 |
| British Columbia Teachers' Federation (Ind.) | 45.0 | 44.0 |
| Industrial Wood and Allied Workers of Canada (CLC) | 43.5 | 40.4 |
| International Union of Operating Engineers (AFL-CIO/CLC) | 40.0 | 40.0 |
| Syndicat de la fonction publique du Québec (Ind.) | 47.7 | 38.8 |
| United Association of Journeymen and Apprentices of the Plumbing and Pipe Fitting Industry of the United States and Canada (AFL-CIO/CLC) | 35.8 | 37.4 |
| Fédération des employées et employés de services publics inc. (CSN) | 37.4 | 36.5 |
| Professional Institute of the Public Service of Canada (Ind.) | 35.1 | 36.0 |
| Alberta Teachers' Association (Ind.) | 30.9 | 35.0 |
| Hotel Employees and Restaurant Employees International Union (AFL-CIO/CLC) | 36.6 | 34.7 |
| Fédération du commerce inc. (CSN) | 30.0 | 34.0 |
| Office and Professional Employees International Union (AFL-CIO/CLC) | 30.0 | 30.0 |
| Ontario English Catholic Teachers' Association (CLC) | 30.0 | 30.0 |

Source: Workplace Information Directorate

Table 3

Union Membership by Congress Affiliation, 1999-2000

| Congress Affiliation | 1999 | | 2000 | |
|--|------------------|--------------|------------------|--------------|
| | Membership | % | Membership | % |
| CLC | 2,759,510 | 68.8 | 2,814,580 | 69.4 |
| (AFL-CIO/CLC) | 1,065,370 | 26.6 | 1,059,680 | 26.1 |
| CLC only | 1,694,140 | 42.2 | 1,754,900 | 43.2 |
| CSN | 242,920 | 6.1 | 250,040 | 6.2 |
| AFL-CIO only | 30,030 | 0.7 | 28,110 | 0.7 |
| CSQ* | 113,860 | 2.8 | 114,920 | 2.8 |
| CSD | 71,300 | 1.8 | 72,400 | 1.8 |
| CCU | 15,380 | 0.4 | 12,830 | 0.3 |
| Unaffiliated International Unions | 380 | 0.0 | 380 | 0.0 |
| Unaffiliated National Unions | 635,390 | 15.8 | 616,380 | 15.2 |
| Independent Local Organizations | 143,150 | 3.6 | 148,210 | 3.7 |
| Total | 4,011,920 | 100.0 | 4,057,850 | 100.0 |

Note: Due to rounding, sums may not always equal totals.

* In June 2000, CEQ (Centrale de l'enseignement du Québec) changed its name to CSQ (Centrale des syndicats du Québec).

Source: Workplace Information Directorate

Table 4

National and International Composition of Unions, 1999-2000

| Type of Union | 1999 | | 2000 | |
|---------------|-------------------|--------------|--------------|--------------|
| | Number | % | Number | % |
| | Unions | | | |
| National | 230 | 22.3 | 224 | 22.2 |
| International | 47 | 4.6 | 47 | 4.7 |
| Other* | 754 | 73.1 | 737 | 73.1 |
| Total | 1,031 | 100.0 | 1,008 | 100.0 |
| | Membership (000s) | | | |
| | | | | |
| | | | | |
| National | 2,615 | 65.2 | 2,651 | 65.3 |
| International | 1,194 | 29.8 | 1,198 | 29.5 |
| Other* | 203 | 5.1 | 209 | 5.2 |
| Total | 4,012 | 100.0 | 4,058 | 100.0 |

Note: Due to rounding, sums may not always equal totals.

* Includes directly chartered unions and independent local organizations (see Table 6).

Source: Workplace Information Directorate

Table 5

International and National Unions by Size, 1999-2000

| Membership Range | International Unions | | National Unions | | Total | |
|---|----------------------|--------------|-----------------|--------------|--------------|--------------|
| | 1999 | 2000 | 1999 | 2000 | 1999 | 2000 |
| Under 999 1,000 - 9,999 10,000 - 29,999 30,000 - 49,999 50,000 - 99,999 100,000 and over | Unions | | | | | |
| | 8 | 7 | 84 | 81 | 92 | 88 |
| | 15 | 16 | 105 | 99 | 120 | 115 |
| | 11 | 12 | 20 | 23 | 31 | 35 |
| | 5 | 5 | 12 | 11 | 17 | 16 |
| | 6 | 4 | 5 | 6 | 11 | 10 |
| | 2 | 3 | 5 | 5 | 7 | 8 |
| Total | 47 | 47 | 231 | 231 | 279 | 272 |
| Under 999 1,000 - 9,999 10,000 - 29,999 30,000 - 49,999 50,000 - 99,999 100,000 and over | Membership (000s) | | | | | |
| | 1 | 1 | 34 | 33 | 35 | 35 |
| | 54 | 58 | 361 | 332 | 414 | 390 |
| | 169 | 185 | 314 | 355 | 483 | 541 |
| | 172 | 187 | 475 | 424 | 647 | 611 |
| | 398 | 266 | 360 | 401 | 577 | 667 |
| | 400 | 501 | 1,074 | 1,107 | 1,474 | 1,607 |
| Total | 1,194 | 1,198 | 2,617 | 2,653 | 3,811 | 3,850 |

Note: Due to rounding, sums may not always equal totals.

Source: Workplace Information Directorate

Table 6

Union Membership by Type of Union and Affiliation, 2000

| Type and Affiliation | Unions | Locals | Membership | |
|--|--------------|---------------|------------------|--------------|
| | | | Number | % |
| International Unions | 47 | 2,339 | 1,197,620 | 29.5 |
| (AFL-CIO/CLC) | 33 | 2,177 | 1,059,680 | 26.1 |
| CLC only | 5 | 80 | 109,450 | 2.7 |
| AFL-CIO only | 6 | 69 | 28,110 | 0.7 |
| Unaffiliated Unions | 3 | 13 | 380 | 0.0 |
| National Unions | 224 | 13,335 | 2,651,220 | 65.3 |
| CLC | 58 | 7,182 | 1,644,650 | 40.5 |
| CSN | 9 | 2,413 | 250,040 | 6.2 |
| CEQ | 15 | 297 | 114,920 | 2.8 |
| CCU | 8 | 33 | 12,830 | 0.3 |
| CSD | 2 | 97 | 12,400 | 0.3 |
| Unaffiliated Unions | 132 | 3,313 | 616,380 | 15.2 |
| Directly Chartered Unions | 412 | | 60,800 | 1.5 |
| CSD | 402 | | 60,000 | 1.5 |
| CLC | 10 | | 800 | 0.0 |
| Independent Local Organizations | 325 | | 148,210 | 3.7 |
| Total | 1,008 | 15,674 | 4,057,850 | 100.0 |

Note: Due to rounding, sums may not always equal totals.

Source: Workplace Information Directorate

Table 7

CLC Membership by Affiliation, 1999-2000

| Type and Affiliation | 1999 | | 2000 | |
|--|------------------|--------------|------------------|--------------|
| | Membership | % | Membership | % |
| International Unions | 1,163,420 | 42.27 | 1,169,130 | 41.5 |
| (AFL-CIO/CLC) | 1,065,370 | 38.6 | 1,059,680 | 37.6 |
| CLC only | 98,050 | 3.6 | 109,450 | 3.9 |
| National Unions | 1,596,090 | 57.83 | 1,645,450 | 58.5 |
| CLC only | 1,595,290 | 57.8 | 1,644,650 | 58.4 |
| Directly Chartered Local Unions | 800 | 0.0 | 800 | 0.0 |
| Total | 2,759,510 | 100.0 | 2,814,580 | 100.0 |

Note: Due to rounding, sums may not always equal totals.

Source: Workplace Information Directorate

1 — Structure and Affiliation Changes to International and National Unions

The "Association internationale des poseurs d'isolant et des travailleurs de l'amiante" changed of affiliation in May 1999 from AFL-CIO to AFL-CIO/CLC.

"Alliance professionnelle des infirmiers et infirmières auxiliaires du Québec" merged with the "Fédération des infirmières et infirmiers auxiliaires du Québec" for legal and bargaining services under the name "Union québécoise des infirmiers et infirmières auxiliaires".

The Association of Allied Health Professionals: Ontario, is affiliated with Ontario Public Service Employees Union since November 1999.

The "Fraternité des Constables Spéciaux" has joined Canadian Union of Public Employees.

The Cariboo Woodworkers Association has joined Industrial Wood and Allied Workers of Canada in December 1999.

The New Brunswick Public Employees Association has joined National Union of Public and General Employees in June 2000.

The "Fédération des travailleurs forestiers du Québec" has joined Communications, Energy and Paperworkers Union of Canada in June 1999.

2 — Name Changes Old Name/ New Name

The Society of Ontario Hydro Professionnal and Administrative Employees / Society of Energy Professionals (September 1999).

The International Brotherhood of Painters and Allied Trades / International Union of Painters and Allied Trades (January 2000)

The "Société des auteurs, recherchistes, documentalistes et compositeurs" / "Société des auteurs de radio, télévision et cinéma" (April 2000).

Professional Engineers and Architects of the Ontario Public Service / Professional Engineers Government of Ontario (December 1999).

Newfoundland and Labrador Association of Public Employees / Newfoundland and Labrador Association of Public and Private Employees (September 1999).

"Syndicat des pompiers du Québec" / "Syndicat des pompiers et pompières du Québec" (June 1998).

"Centrale de l'enseignement du Québec" / "Centrale des syndicats du Québec" (June 2000).

Source: Workplace Information Directorate

SECTION 3

INNOVATIVE WORKPLACE PRACTICES

Nancy Amyot
Workplace Information Directorate
Labour Program, Human Resources Development Canada

The following overview of workplace innovations is based on 76 collective agreements¹ ratified between January and April 2000. Of this number, 35 include provisions deemed innovative or of particular interest, many of which provide for the establishment of labour-management committees of various types.

Duration

The agreements range in duration from **12 to 108 months**, and just over one third (28 agreements) were renewed for 36 months. The six agreements between the Government of Canada and various unions are effective for 12 months due to a new job classification standard will be implemented. In Quebec, the 13 agreements in the public and parapublic sector have terms of 48 or 54 months. Of all the settlements ratified during this period, the agreement between the Université de Sherbrooke and the Syndicat des employés et employées de l'Université de Sherbrooke has the longest term, at 108 months or nine years; however, this agreement is retroactive to June 1995 and runs until May 2004. The agreement between Cuddy Food Products and the United Food and Commercial Workers International Union was renewed for 60 months and is effective until June 2005.

First-Time Agreements

Having obtained certification in June 1998, 4,600 administrative services employees of the University of Toronto, now represented by the United Steelworkers of America and grouped into two bargaining units, ratified a first-time collective agreement in

January 2000. These agreements provide for a number of improvements, including a new progressive wage scale, an enhanced pension plan and better job security.

Committees

The establishment of labour-management committees continues to be a popular way of introducing new practices or addressing specific issues. A number of agreements contain provisions for setting up various types of joint committees. One such committee is mandated to **review and update the company's strategic plan**. The parties recognize that the company's dependence on a single product makes it vulnerable and that value-added activities have to be developed to ensure that the company remains economically viable and that the employees have job security (Algoma Steel Inc. and United Steelworkers of America, Local 2251).

The agreement between the Canadian Broadcasting Corporation and the Syndicat des techniciens et artisans du réseau français de Radio-Canada (ind.) provides for a joint committee to **improve efficiency and productivity** with a view to reducing operating costs. The parties agree to target priority areas in order that remedial action can be taken promptly. At Cuddy Food Products, the parties agreed to set up two joint committees to develop and implement a **gain-sharing plan and a profit sharing plan**.

Two agreements provide for a committee mandated to **review hours of work** and, in one case, **workload** as well, and one agreement includes a clause on creating a joint **ergonomics** committee (Government

¹ These 76 agreements are those for which summaries are available to date; they do not represent all the agreements ratified during the review period.

of Quebec and Ambulance Services Employers and Fédération de la santé et des services sociaux, and Super Fresh Food Markets and United Food and Commercial Workers International Union, Locals 175 and 633).

The most recent negotiations in the public and parapublic sectors in Quebec resulted in a letter of agreement providing for the creation of a joint committee on **balancing work and family**. The committee is to have completed its work six months after the agreements are signed.

A number of agreements include a clause providing for a labour-management committee to discuss **prevention of workplace violence, assistance for employees and their families, or training**.

Labour Relations

The agreement between the Board of Governors of Mount Royal College and the Mount Royal Faculty Association contains new provisions to improve the bargaining process already in place. The period of direct bargaining preceding compulsory mediation is shortened. If mediation fails to produce an agreement, the parties can resume direct bargaining. Binding arbitration remains an option but is no longer a compulsory stage of the process.

Working Conditions

One agreement reached in the federal public sector with the Professional Institute of the Public Service of Canada introduces **one month or four weeks of vacation after only one year of service**. Many of the agreements analysed now include **same-sex spouses** in the definition of spouse for benefit and leave purposes.

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EMPLOYEE RECOGNITION PRACTICES AT THE IBM PLANT IN BROMONT

Isabelle Aubin and Sylvie St-Onge
École des hautes études commerciales

The IBM manufacturing plant in Bromont, Quebec, which began operations in 1972, currently has more than 2,500 employees. Over the years, the plant's activities have changed from assembling typewriters to manufacturing and inspecting high-tech products. During this time, the Bromont plant has maintained its goal of manufacturing first-rate products at a lower cost-of-production than all other IBM plants or even any other competing plant in the world.

Nowadays, the plant specializes in assembling and inspecting electronic components that are used in the complete range of IBM products, as well as in some other manufacturers' products. In fact, it stands among the world leaders in component assembly. Since the plant opened, IBM has invested more than \$850 million to incorporate the latest technology and remain globally competitive. The Bromont plant currently generates annual exports worth more than \$3 billion.

Employee Recognition Practices

At IBM's Bromont plant, employee recognition practices constitute an integral part of the company's strategic management approach to human resources. This approach focuses on three main objectives:

- First, attract a **competitive workforce** by hiring the most qualified candidates.
- Second, maintain a **competent** workforce by fostering the development of skills that are important to the company's success.
- Third, retain a **motivated** workforce by adequately recognizing and rewarding good work through fair, equitable pay and a working environment that is conducive to employee welfare.

Recognition practices are also handled as an integral part of the overall remuneration system for employees, which includes other aspects such as salary levels, flexible pay and fringe benefits. Approximately 1 per cent of the company's employee remuneration budget is linked to recognition practices.

The purpose of instituting employee recognition practices has been to acknowledge individual "champions" and outstanding teamwork. The recognition process operates on both a corporate and

a local level, as described below. In both cases, awards have to be proposed by the deserving employee's immediate supervisor.

Since the company insists that recognition practices be transparent and visible, employees can access, via the company Intranet, managerial guidelines on the criteria for recognition and when awards will be presented. Employees who receive corporate awards are listed in the company newsletter. In addition to this corporate recognition, management at the Bromont plant encourages supervisory personnel to express their appreciation informally to members of their teams.

The Corporate Program

The awards program applies to all IBM divisions and consists of six categories, each of which has a financial component (see Table 1).

Before designating an employee for an award under the program, the employee's immediate manager must justify the recommendation and submit it to his or her immediate superior for approval. The recommendation is then analyzed and reviewed by the Human Resources Manager to ensure that the

— The authors wish to thank Jean-Marc Prévost, Manager, Human Resources and Communications, and Jean-Guy Fournier, Director of Communications, both at IBM Canada in Bromont, for their much-appreciated assistance.

Table 1**Employee Awards Program at IBM**

| Category | Goal | Award |
|--------------------------------------|---|--|
| 1. Meritorious Work | To highlight informally the results of an employee's work | <ul style="list-style-type: none"> • \$200 in a lump-sum • Certificate |
| 2. Outstanding Teamwork | To highlight major team achievements | <ul style="list-style-type: none"> • Gift certificate • Special activity |
| 3. Individual Accomplishment | To highlight the extraordinary contribution made by an employee to a major project, or the employee's consistently superior performance | <ul style="list-style-type: none"> • \$300-\$5,000 in a lump-sum • Letter of congratulations • Invitation to an awards banquet |
| 4. IBM Canada Awards for Excellence | To highlight outstanding work in the context of a project or a major event having value-added significance for a client or which has major financial consequences | <ul style="list-style-type: none"> • \$5,000-\$25,000 in a lump-sum • Letter of congratulations • Invitation to an awards banquet |
| 5. Outstanding Technical Achievement | To honour and reward employees for "cutting edge" technical achievement and contributions to their group's mission | <ul style="list-style-type: none"> • \$2,500-\$25,000 in a lump-sum • Letter of congratulations • Invitation to an awards banquet |
| 6. Outstanding Innovation | To honour and reward employees for contributions demonstrating innovation and creativity that result in company-wide benefits | <ul style="list-style-type: none"> • \$2,500-\$25,000 in a lump-sum • Letter of congratulations • Invitation to an awards banquet |

awards program is being applied consistently throughout the plant. The plant vice-president also has to approve the allocation of recognition awards, which have a significant monetary value.

Each year, the company prepares a projection of how the formal awards program is going to be implemented that year. This projection includes an estimate of the number of awards that should be allocated to each department on the basis of the number of employees.

The Local (Informal) Awards Program

Three years ago, IBM Bromont managers were consulted about the types of awards that were likely to interest plant employees, and a local awards program, just for the Bromont plant, was created. This program provides managers with an annual budget that enables them to quickly recognize special

contributions made by employees. The award value is relatively small, ranging from \$20 to \$100; they include gift certificates like restaurant, movie, golfing or bowling vouchers. Other prizes include plane trips, getaway stays in hotels, and family visits to zoos and wildlife centres. The list of these prizes is reviewed each year on the basis of informal employee feedback. The type of prize to be given is decided by the recipient employee's immediate boss, although it must naturally also reflect the importance of the employee's contribution.

Monitoring Recognition Practices

Over the years, IBM Bromont has become increasingly rigorous in the way it manages its recognition practices, particularly in terms of follow-up. Every month, the Human Resources Manager and senior management review all the plant's human resource

practices, including the employee recognition program. Particular emphasis is placed on the plan for the current year's formal awards program to ensure that awards are fairly distributed throughout the plant. In addition, quarterly meetings are held with senior managers and plant managers to ensure that the program is being applied consistently in all the plant's various departments. Employees are also canvassed for their opinions about the various human resource practices, including the awards program.

Recognition: A Key Component of Business Success

The Bromont plant enjoys an excellent reputation within IBM, as well as in business circles in general throughout Canada and North America. The plant's continued success over the years is due, in no small part, to its effective human resources management approach, especially the way it operates its employee awards and recognition program.

ADDRESSING WORK AND FAMILY NEEDS: A JOINT APPROACH IN A HEALTH CARE ORGANIZATION

Chris Parsley, Senior Economist
Canadian Labour and Business Centre

Introduction

The fundamental changes experienced by workplaces in the 1990s have led to a search for new ways to accommodate the needs of workers and meet the requirements of employers. These responses are often very specific to a given workplace and their success can be influenced by many factors including the macro environment and relationships at the workplace. This article provides an example of a workplace in the health care sector that was not only able to successfully respond to the problems of meeting work and family responsibilities but also to achieve this in a tenuous industrial relations climate at the provincial level.

Balancing work and family has been profoundly affected by the economic restructuring of the 1990s. As workers have been let go and demands on the job continue unabated, the resulting increase in workloads has made it more difficult for people to balance work and family responsibilities. At the same time, increased workloads and greater demands upon one's time have increased stress levels among the Canadian workforce. Evidence of this comes from the Canadian Labour and Business Centre Leadership Survey 2000.¹ Private sector business leaders, public sector management and labour leaders were, for the first time, asked questions about the indicators of a healthy workplace and how these indicators have changed over the last two years. As expected, there were many differences between management and labour responses on issues, but they both agreed that the ability to manage work and family responsibilities and

the ability to manage stress had deteriorated over the last two years. Forty-five per cent of management and 71 per cent of labour leaders thought work and family pressures had increased over the period and 54 per cent of management and 84 per cent of labour leaders believed that stress levels had worsened in the last two years. These were the only indicators where the two sides agreed that the situation had deteriorated in the last two years.²

The issues of balancing work and family needs and managing stress also have consequences for employers. A high degree of imbalance between work and family leads to higher absenteeism rates and higher risks of burnout. Furthermore, among workers who face high work and family pressures, organizational commitment and job satisfaction decrease while job stress and intent to turnover are much higher than in workplaces reporting low work-family pressures.³

The case study presented here of Midwest District Health in Saskatchewan and two of its unions, reflects the pressures around work and family, stress levels and the impacts on the effectiveness of the organization. Before describing the case in some detail, it is important to note the particular features of the health care sector which impact on the organizations and their workforces.

The health care sector, like many other public sector organizations, has seen substantial reductions in

¹ The Canadian Labour and Business Centre Leadership Survey is conducted every two years and surveys business and labour leaders on their perceptions of the problems facing the economy, labour-management relations, the changing nature of work and work arrangements, and other areas of interest to the Canadian Labour and Business Centre's Board of Directors. The survey was conducted in March and April 2000 among 4,400 leaders and achieved a response rate of 18 per cent.

² Chris Parsley "Viewpoints 2000: The Healthy Workplace", Canadian Labour and Business Centre, June 2000.

³ *Towards More Work-Family Balance in Saskatchewan: the Report of the Public Task Force on Balancing Work and Family* Government of Saskatchewan, 1998.

funding throughout the 1990s. The challenges facing the health care sector have been widely discussed and typically include the following characteristics:

- Increasing workloads following cutbacks in funding and the increasing difficulty to provide quality care for patients.
- An increasing use of part-time workers as the number of full-time jobs has decreased.
- The use of overtime as a means to address consistent or long-term staff shortages within a health care organization.
- In the nursing profession, it is anticipated that there will be a significant shortfall of nurses across Canada in the next decade. Part of this is due to the loss of approximately a quarter of new graduates to other countries.⁴ At the same time, the average age of nurses is 45 and rising while the retirement age is 55 and falling.⁵ This points to potential supply problems in the future as the need to replace retirees becomes critical.

Midwest District Health Unit Case Study

The pressure of change in workplaces and the challenges in the health care sector, are all evident in the case of Midwest District Health Unit and the responses developed with two of its unions, Service Employees International Union and the Saskatchewan Union of Nurses.

In 1993, restructuring of the health sector in Saskatchewan resulted in 32 separate health districts. Midwest Health District covers a population of 18,000 across a relatively large, rural area. It operates 13 facilities including acute care, long-term care, health centres, ambulance services and community-based services. The staff complement is approximately 750 employees (or 434 full-time equivalent) of which 212 employees are full-time, 325 part-time and the rest are casual workers. The workforce is overwhelmingly female (94 per cent) and is employed in small work sites of approximately 25 full-time equivalent employees. Turnover and vacancy rates are low.

The Saskatchewan Union of Nurses organizes the 8,000 registered nurses in Saskatchewan and negotiates a provincial level collective agreement with the employer's agent, the Saskatchewan Association of Healthcare Organizations. Specific areas of concern such as job sharing have not previously been covered in this agreement but may be negotiated at the local level. Industrial relations for nurses at the provincial level have deteriorated since a nurses' strike in April 1999.

The Service Employees International Union organizes workers in a variety of occupations: service workers, health care providers, as well as technical and professional workers. The union has approximately 6,000 members among five health districts in Saskatchewan, the majority of which are women between the ages of 25-50.

Pressures

The principal pressure facing the female workforce was the need to balance work and family responsibilities. Many workers experienced stress in working and caring for small children and/or older relatives or requiring time at home to deal with a particular crisis.

Within the small work sites, relinquishing work to attend to family responsibilities was not an option for most women, even if they would have liked to do this. The opportunity to shift from a full-time position to a part-time position is very limited. The situation is exacerbated by the rural location and commuter distances, which limit mobility in changing jobs to find more accommodating arrangements. This was particularly true where people are tied to their farm and face different seasonal responsibilities.

By the mid 1990s, many employees were expressing the desire to work less, and to reduce their hours by 20 to 25 per cent. A series of requests for leave of absence reflected this desire and it became evident to the unions and management that some remedies to redress the balance between work and family were urgently needed.

⁴ Canadian Nurses Association *The Labour Market Integration of New Nursing Graduates in Canada (1986-1997)* prepared by the Canadian Council on Social Development (CCSD), 2000.

⁵ Andre Picard, *Critical Care: Canadian Nurses Speak for Change*, Harper Collins, 2000.

Management sought to apply treatment consistently to these requests from all the different work sites. The fact that some full-time employees were granted regular, continuing leave of absence while part-time workers were seeking full-time positions created some perceptions of inequities of treatment among workers. It was difficult to properly assign relief shifts to workers and also prevented effective human resource planning, resulting in increases in relief staffing and administration costs.

The unions, whose expressed aim was the creation of more full-time positions, were concerned that full-time jobs would disappear through job-sharing arrangements. Moves to part-time were being made without proper parameters or guidelines. Often there was no record of how many full-time jobs were being job-shared and some jobs were even being split between more than two people.

Responses

Discussions to explore several concepts around job sharing began between management and unions (initially between Service Employees International Union and management). Eventually it was agreed that permanent full-time employees could temporarily reduce their hours of work for an identified period of time to deal with personal or other issues, while still maintaining their permanent positions. There would be minimal or no increased cost to the employer with this initiative. As both job-sharing participants are part-time employees, the full-time position would be permanently maintained.

Language was crafted jointly and the plan was tried as a pilot in some sites. Within a year, the plan was expanded to its other union (Canadian Union of Public Employees at the time) and has continued with no major dissatisfaction. In 1998, the job-sharing arrangement was included in the provincial agreement with the Saskatchewan Union of Nurses and provided for both temporary and permanent job-sharing arrangements. The specific features of the job-sharing arrangement include the following:

- Applications are initiated by an employee.
- Both the union and management must approve applications.
- Arrangements are granted where operationally feasible.

- The maximum hours reduction is 50 per cent.
- Temporary arrangements operate for a minimum of six months (the length of tenure of temporary workers under the collective agreement) and a maximum of two years (the length of the collective agreement).
- Temporary positions are posted and filled in accordance with the respective collective agreement.
- Benefits are prorated for job sharers.
- Reversion rights are specified such that if layoffs or terminations occur while job-sharing, the remaining employee would revert back to his/her position prior to job-sharing.
- Where layoffs do occur, the job sharer who initiated the job-sharing maintains bumping rights and is treated as a full-time employee in the event of layoffs.
- Full-time employees who initiated job-sharing are placed at the bottom of the call-in roster so other employees would have first access to call-in work.
- The aim of job sharing was not to increase workload.

Evaluation

At any one time, approximately 10 per cent of eligible employees are on job-sharing. Following four years experience of job-sharing plans, an evaluation survey was completed in May 1999. The results of the survey indicated overall satisfaction was high. Fully 82 per cent believed that job-sharing had had a positive influence on their attitude to work and their life outside of work. Managers also noticed a positive influence on a job sharer's attitude to work and the greater enthusiasm for the job while they were at work. Supervisors felt that job sharers were as effective and efficient as full-time equivalent employees.

Equally important, 91 per cent of job sharers felt that it allowed them to better balance work and family and would recommend it to others. Not surprisingly, parents of young children were the highest users of job-sharing. People felt they faced less stress and their mental, physical and emotional health had improved due to job-sharing. Of particular importance was the positive impact of job-sharing in lessening the stress from working shifts for seven consecutive days.

People felt they had regained some control over their work-life situation since they could choose to work part-time (without sacrificing their full-time position) and had some flexibility in scheduling their hours.

Areas of Improvement

The survey also indicated areas for improvement from both the managers and job sharers. The most important was to maintain communication which involves keeping workers informed of the plan and help them to understand its objectives. This was underlined by the fact that some employees perceived job-sharing as disruptive, while managers and supervisors generally did not. The need to continually communicate the function of the program was therefore important to its success.

It was also important to balance the needs of different workers. While some full-time workers may have wanted job-sharing, there were also part-time workers who wanted full-time employment. Within the Service Employees International Union membership, it has been found that job-sharing for personal reasons has usually been satisfied by a 2-year term. The requests for further extensions were usually for medical reasons. Consequently, full-time workers wanting to permanently perform job-sharing were often encouraged (after a 2-year job share) to examine available part-time jobs.

The Service Employees International Union local has also found that once the agreement was in place, it was easier to keep control of the full-time jobs and the employer has been cooperative with these arrangements. The Union is happy with the agreement, but it is careful to ensure that job-sharing is not used as a means to overcome scheduling problems,

principally working seven consecutive days. Rather, the Union would prefer to negotiate (with the employer) new work schedules that can better meet the needs of the members.

The success of the temporary job-sharing pilot project has led to a province-wide arrangement of these plans for nurses through the Saskatchewan Union of Nurses while all Service Employees International Union locals in the Saskatchewan health sector now have job-sharing agreements.

Conclusion

The principal conclusion that emerges from this case study is that a joint approach at the organizational level was able to address the issue of work and family in the workplace and also allowed the parties to address some of their major concerns, such as the increasing use of part-time workers.

Management and the unions were able to negotiate a set of job share arrangements that could meet their respective objectives while allowing individuals to address the issues of balancing work and family responsibilities. Unions, management and individual employees all regarded this as a "win-win" situation. The fact that this cooperation was achieved at an organizational level, against a background of declining provincial health budgets and difficult industrial relations at the provincial level, was all the more remarkable. A critical factor in this setting was the good relationships that were developed and maintained at the working level and the fact that the unions and management were aware of, and focused on, the specific organizational problems that urgently needed to be addressed.

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ARE QUALITY IMPROVEMENT AND DOWNSIZING COMPATIBLE? A HUMAN RESOURCES PERSPECTIVE

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Introduction

During the past decade, many firms have introduced downsizing and quality improvement initiatives to improve their competitiveness. **Downsizing** is the planned elimination of positions or jobs, which should quickly reduce expenses and increase profits (Cascio 1993). The cut in headcount may or may not be accompanied by work redesign and/or organizational restructuring. **Quality Improvement** is an umbrella term for principles and practices designed to improve product and service quality. Total **Quality Management** is a continuous gradual process that managers use to "enable everyone in the organization in the course of performing all duties to establish and achieve standards which meet or exceed the needs and expectations of their customers, both external and internal" (Miller 1996: 157). **Re-engineering**, on the other hand, requires radical changes by seeking "breakthroughs, not by enhancing existing processes, but by discarding them and replacing them with entirely new ones" (Hammer and Champy 1993: 49). It requires intensive, top-down, vision-driven efforts that entail rethinking every aspect of the business. Despite their apparent difference, both focus on customers and processes. The distinction between them is a matter of degree (Nissen 1996).

Downsizing and quality improvement share the ultimate twin objectives of improving an organization's efficiency and effectiveness, with different underlying assumptions. Through voluntary and involuntary layoffs, downsizing reduces operational expenses almost instantaneously. Total quality management is based on gradual continuous improvements. Theoretically, quality improvement shuns layoffs; performance enhancements and increased profitability should follow process improvement.

Some managers view quality improvement and downsizing as two prongs of one business improvement strategy. A handful of research work has suggested that the two processes are compatible, even complementary (McDonnell 1994; Stabler & Sullivan 1994; Staniforth 1994). For example, downsizing often involves removing front-line employees and managerial layers. Fewer staff, in turn, renders it imperative to become more efficient by improving work processes. At the same time, flattened hierarchy means less bureaucracy, which should facilitate process improvement (McDonnell 1994; Staniforth 1994). Moreover, when organizations downsize, quality improvement principles (e.g., open and effective communication, treating employees as internal customers) could be applied in planning and executing layoffs, thereby, enhancing the downsizing effectiveness (Messmer 1992; Sullivan 1994). However, this line of arguments has not gone unchallenged. There is scant, systematic empirical evidence on simultaneous quality/downsizing success and concerns about possible fundamental compatibility problems have not been addressed.

This paper explores the quality/downsizing compatibility by investigating the effects of the two initiatives' simultaneous implementation on employee work attitudes and behaviours. The analysis emphasizes how the quality/downsizing implementation relationships altered between front-line employees and their fellow workers, union officers, management, and the employing organization. The research is based on a case of a major hospital in Alberta where a two-stage quality improvement process was implemented between 1989 to 1996. During the first, total quality management stage, employment stability prevailed. The second stage involved a re-engineering effort that coincided with substantial downsizing

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Sample and Methodology

Semi-structured interviews were used to collect data. In addition to interviewing front-line employees, management executives and union officials were also interviewed, they provided more background information about the organization and the downsizing and quality improvement processes. Understanding the unions' perspective is important because, often, unions provide a collective voice for their employees when mediating the management-employee relationship.

Some 60 interviews, including over 40 in-depth ones each about an hour long, were conducted from 1992 to 1996. Initially, a sample of management executives and union representatives was obtained. Further referrals were then obtained from both management and the unions to approach employees for their perspectives. Interviews were transcribed verbatim and manuscripts were read and analyzed by the authors. An iterative process followed in which the findings and insights were discussed, the themes redefined, corresponding coding schemes established, and data re-analyzed.

Background

The University of Alberta Hospital is located in Edmonton, the capital city of Alberta. In the early 1990s, it had 1,237 beds and received over 367,000 patient visits each year. In 1993, the hospital employed more than 6,000 people, with 4,200 being front-line employees. In 1989, the total quality management effort was conceived in response to the problems of rising costs, poor labour relations, and a lack of customer focus. The initiative was officially launched in 1990. Between 1990 and 1992, some 3,000 front-line employees attended orientation sessions and over 150 quality improvement teams were formed. Results were modest and a more rigorous approach was sought.

In 1993, a 25-member steering committee with representatives from various departments was established to oversee a re-engineering campaign called Patient Care Design Project. Three sub-committees were also set up to develop strategies related to human resources, communications, and information technology. Thirteen design teams and various work groups were then formed and charged with the responsibilities for developing ideas to best utilize diminishing resources. The project continued

until 1996, when it was put on hold due to changes to the Alberta health care system (Reshef and Lam 1999).

The decision to launch the design project coincided with the 1993 provincial election where reduced public spending was a key issue. Health care was an obvious target as it accounted for over \$4 billion in government expenditures. In mid-1993, the hospital was informed that it should cut 20.0 per cent, or some \$55 million, from its 1994-95 budget. Consequently, between 1993 to 1996, the hospital reduced its work force by 956 full-time and 264 part-time employees. Three hundred and eighty-three of these employees voluntarily left the hospital through early retirement (97) and voluntary severance (286).

Changing Work Environment

The total quality management stage of the process did not threaten the employees' quality of work life and livelihood. The organization was gradually improving work processes and had enough resources to support the efforts. The employees enjoyed the learning opportunities and the evolving collaborative employee-manager relationship. As one employee observed, "total quality management just makes sense to me. It's a good way to treat everyone. To treat them with respect. It seems a practical way of doing business." A manager explained that things worked quite well during this period when quality improvement decisions did not have adverse human resources implications. Even a skeptical union official agreed that, "We have enjoyed the new relationship with management. It's opened doors that might not have been open before."

Unfortunately, as a top executive explained, total quality management just "wasn't quick enough, wasn't big and deep enough, and wasn't systematic enough." As a result, a re-engineering stage was introduced in 1993. This initiative coincided with an unprecedented budget cut that shifted the re-engineering focus from quality improvement to cost saving through, among other things, intensive layoffs. These developments, in turn, significantly altered the hospital's work environment.

Job Insecurity and Work Intensification

Re-engineering embodies a fundamental change in the way patient care ought to be delivered. It promoted

radical process redesign emphasizing changes to the content, mix, and number of jobs. Despite the job changes, managers and employees often found the jobs had not been clearly defined. The uncertainty and frustration were illustrated by employee comments like “they haven’t come up with any job description as to who will get or who can apply for these jobs.” Some employees thought that re-engineering targeted employees with more seniority, that the job changes provided an excellent opportunity for management to use the excuse of operational requirements to justify the retaining of the younger, stronger, brighter, more enthusiastic employees.

One manager remarked, “where the employee/union-management relationship changed was with the re-engineering part of the quality initiatives. It became very adversarial, defensive, accusatory.” Another manager heavily involved in re-engineering was more specific and admitted, “If total quality management had been the only change, it would have worked well. But when we got to the point where jobs were lost and there was such pervasive change, it distracted you from total quality management.” A union official suggested, “Had the government initiatives (i.e., budget cuts) not been implemented, perhaps quality improvement would have worked eventually.”

The rapid downsizing created a double anomaly: first, the quality improvement effort was associated with job losses; and second, being swift, the downsizing was not supported by processes redesigned to improve productivity. Consequently, in the short run, fewer people were responsible for the same amount of work. One union representative lamented, “the workload has just increased like crazy. People are required to do more than is humanly possible for a person to do and to do safely and properly.”

Service Quality

Work intensification undermined service quality. For example, a union representative explained that, “people don’t have the time to double check orders that aren’t right. There are a lot of errors. We are filling out incident reports everyday; that’s not quality.” People were forced to assume more responsibilities, even when they might not be fully prepared. One employee indicated that, “if somebody gets laid off, you can bump in another department and then that nurse goes here and there and you’re getting people working that aren’t qualified to be working in different department and it’s unsafe for me.”

Another example of how the cost effectiveness imperative could compromise service quality is the multi-skilling idea. Multi-skilling would see Licensed Practical Nurses and auxiliary, non-nursing workers assume responsibilities previously held by Registered Nurses. Multi-skilling was linked with a proposal to change the ratio of registered nurses to licensed practical nurses from 9:1 to 7:3. Not only were the registered nurses concerned about it, even a union representative who was not in the nursing area criticized multi-skilling as totally against professional ethics.

Leadership Erosion

With many people leaving the organization, including management, the quality improvement leadership and vision were being eroded. One executive involved in re-engineering admitted that “many of the people who took the quality improvement training are no longer here because they have been laid off in the downsizing process.” The typical disciplinary divisions (e.g., nursing, radiology, gynecology) of the hospital replaced with a patient care process approach, resulted in unprecedented changes in management and work organization.

Empowerment

Employee empowerment suffered significantly during the simultaneous re-engineering/downsizing process. For employees to feel empowered, they must be given the autonomy to identify quality problems and the authority and resources to design and implement solutions. Some hospital employees felt that their improvement ideas were welcome as long as they addressed cost saving issues. According to one design team member, the official purpose of their project was to generate ideas to save money, to maintain or improve patient care, to maintain or improve quality of work life. But it turned out that the thing the team talked about the most was saving money. Not only did employees feel a lack of control over their work, they also found that there was very little to help people adjust and deal with the changes. Very little because the dollars were not there.

One union executive called the empowerment window dressing that created an illusion of empowerment, while another considered that the false sense of empowerment prompted some workers to bamboozle others. Another union official elaborated further that, ethically, I really have a problem with management

considering empowerment as handing me a seniority list and saying OK, pick which one of those people are gone. That's not empowerment. Still more employees commented that their improvement suggestions were rejected, or asked to return with suggestions supportive of management's money saving objective.

Peer Rivalry

In theory, quality initiatives should promote collaboration among all organizational members. In the downsized work environment, however, hospital employees were pitting against each other in an effort to stay afloat. There has been serious back stabbing, serious job protection, admitted a union official. Employees involved in design teams were sometimes seen as ax slashers, aiming to displace fellow workers with their quality improvement recommendations. As a result there were a few hard feelings towards some people on the teams. One design team member ironically proposed that in cutting people, one should "think of them as a number relating to full-time equivalent positions, otherwise you will kill yourself ... don't think of them as people." When asked about the cost of being involved in the quality improvement process, another design team member replied, "I've lost a lot of my friendships from the work that I did, knowing that I did what I thought was right." A union official agreed that there was a lot of animosity among employees and described the situation as people undercutting each other. People helping management to do away with other people's jobs. Some union representatives suggested that a few members might be thinking that working on the Quality Improvement teams meant they were empowered and that someday maybe management will save these members' job, because look at what they have done to participate and help.

Union Opposition

One manifestation of the deteriorating management-labour collaboration was the rapidly growing union opposition to re-engineering. During the total quality management stage, the four unions adopted a "wait and see" attitude. Jobs were not on the line. The unions were wary of some of the total quality management potential to erode, reduce, and fragment the unions by attempting to end run around the unions and directly negotiate with their employees. Real threats, however, had not been realized. In short, the unions did not support nor resist total quality management.

Re-engineering, however, was associated with a radically different agenda. As a union official put it, "the unions knew it was going to be a 'dog eat dog' situation." Unions' territorial rights and boundaries, or scope of vested interests within the hospital, were challenged in three different ways (Reshef and Lam 1999). First, re-engineering threatened the unions' organizational security by jeopardizing their survival through a drastic membership reduction. Second, as team members were asked to come up with improvement ideas, unions felt that their institutional security was being compromised, undercutting the union's representational capacity through collective bargaining. As lamented by a union representative, "there is some sucking up [to management] going on like you wouldn't believe. I have watched people in my department go to management rather than go to the union with regard to what their rights are." Finally, with many members losing jobs and others working under stress, the union leaders felt that their political security was jeopardized. In other words, union leaders' abilities to maintain and improve the members' well-being were seriously undermined, thus challenging the leaders' political future.

Consequently, the unions were advising their members to refrain from involvement in the re-engineering design and implementation. When this position had been made clear to the employees, many of them became reluctant to participate in the quality improvement process to avoid resentment from union officials and other union members.

Employee Responses to Downsizing/Re-engineering

The combined initiatives produced a set of intertwined effects that impact on employees' livelihood and quality of working life, their pride of workmanship or professionalism and possibly their level of empowerment, as well as leadership and the availability of important resources. They also unleashed peer conflicts and union resistance. These developments likely have various psychological and behavioural implications to employees' quality improvement support. In this case, low employee morale and trust, the two most pervasive signs of employee dissatisfaction, were the immediate results of the above traced developments (Frazee 1997).

Morale

Ramsey (1997) defines employee morale broadly as all beliefs and attitudes employees hold regarding their

job or profession. More specifically, this definition covers how employees feel about themselves, their work, superiors, workplace, and overall work life. Witnessing the advent of layoffs and re-engineering, employees became fearful, frustrated, and stressed. They were fearful of losing their jobs, compromising performance standards, and being castigated by management or ostracized by unions and/or co-workers if they had supported one party over the other.

The stable jobs employees had been doing for a long time might be gone, changed, or combined with other jobs any time. The uncertainty, the not-knowing from day to day, added to the survivors' stress. With many permanent positions cut, there were also cases of laid off people being rehired to work almost full-time equivalency as casuals without benefits. In other words, some employees perceived themselves as "just in time labour". People were also aware that once they were laid off, chances of obtaining a similar position in the region were slim. This pessimistic outlook is reflected in an employee's comment that "in this health climate, we have lab technologists hired as lab aids because they can't get jobs anywhere else." Even if one could keep one's job, it was demoralizing to see colleagues walking out of the door for good for no fault of their own. As an employee said, "everyone is now defeated and demoralized because you see half your buddies leave with layoffs and we know a lot are never going to come back."

In addition to uncertainty, people left behind found themselves loaded with unmanageable amounts of work. People who were involved in quality improvement teams not only had to deal with their own day-to-day work, but also were "going to meeting after meeting" where, as a team leader revealed, "things were going nowhere." Employees' subsequent frustration was evident by such comments as, "I was trying to cover the equivalent of two full-time positions in a one time position ... I was not going to give those hours free anymore." Others noticed that, "people are concerned about their paychecks and their jobs." With the multi-skilling idea coming from re-engineering, some employees found themselves assigned into positions requiring other skills with little notice or training. The changes could be particularly frustrating when employees did not get the necessary support from managers. In the organizational chaos that followed the re-engineering/downsizing efforts, sometimes employees "didn't even know who their boss was for

months." Importantly, managers themselves were struggling to keep their jobs or adjust to new roles and responsibilities, feeling little enthusiasm to be on the vanguard of quality improvement. One manager called the experience "very traumatic."

Unions, that were supposed to protect front-line employees, were unable to stem the tide of layoffs. Grievances were hardly resolved and unions were complaining that sometimes, in the big job shuffle, they did not even know to whom they should forward the grievances or who had received the grievances filed: it appeared that no one was taking charge. A union representative, in turn, described the hospital as having lost "the focus on people and the importance of them."

Overall, many employees saw their working environment deteriorating into one of individualism, infighting, and hostility. Inevitably, these changes that produced feelings of fear, frustration, and stress took a toll on employee morale. Consequently, employees developed more negative sentiments towards management, their workplace, and even their co-workers and unions. Logically, these sentiments should diminish employee commitment to the organization and quality initiatives.

Mistrust

Trust is one's willingness to be vulnerable to another based on one's belief that the other party is competent, open, reliable, and concerned about the individual's own interest (Mishra, Spreitzer and Mishra 1998). The evidence shows that since 1993, mistrust had developed between front-line employees and management, among employees, and more so between unions and management. Employees either believed that management was not sure of what would come next, or that management knew what was happening but was reluctant to share that knowledge. As one hospital employee said, "I don't think there's any trust at all because we don't know what's going to come next. There is no real communication."

Some employees also said that management was preaching one thing but acting the other. For example, employees were told that service quality was the top re-engineering priority while they saw that, actually, money was the number one issue. Worse, as a union official summarized it, the savings in money were actually "a cost of people; a cost of humanity; a cost of our social fabric."

Managers felt they were doing their best to manage under very trying circumstances. With downsizing and re-engineering happening concurrently, one manager explained, "time frames are very short and there are no clear directives. So things change very quickly. What you told staff one moment may be changed the next, and so there is always the perception that you are holding something back."

The quality of the management-union relationship can influence employee responses to management initiatives. When downsizing and re-engineering set in, unions' territorial rights and boundaries were threatened by job losses and managers' and consultants' attempts to bypass the collective agreement. The unions also complained that management never involved them as real partners by, for example, divulging all the information necessary to help make quality decisions. A manager agreed and explained that "a lot of top down decisions were made during these downsizing days. They're made because of time." When the union officials were told to "take their union hats off at the door" and consider re-engineering team proposals solely on the basis of their business merit rather than their human resources consequences, the officials felt that management was trying to undermine their representational role. Similarly, not understanding the unions' organizational constraints, vested interests and modes of operation, management perceived union behaviours, such as slow decision-making, an orchestrated effort to derail re-engineering (Reshef and Lam 1999). Consequently, management had concluded that the unions should not be involved in the re-engineering decision-making.

Finally, as explained before, trust among employees was also at a low level. Generally, in the downsizing environment, employees wishing to keep their jobs had to bump and undercut each other. Moreover, some employees, viewed as contributing to the management efforts to reduce the workforce, were shunned by their fellow workers.

The evolving low-trust work environment was not conducive to quality improvement, which should be anchored in values that stress the dignity of the individual and the power of community action (Becker 1993). In the current case, the low level of trust was reflected in management's unwillingness to share authority and information, and unions and employees' unwillingness to collaborate with management in promoting quality improvement.

Quality Improvement/ Downsizing Compatibility

Figure 1 summarizes the findings. The model presents the various paths through which simultaneous downsizing and re-engineering should influence employees' quality improvement support. Although the findings may not always be generalizable to other settings, the underlying factors that moderate the various relationships are of such a general nature that they should be applicable elsewhere.

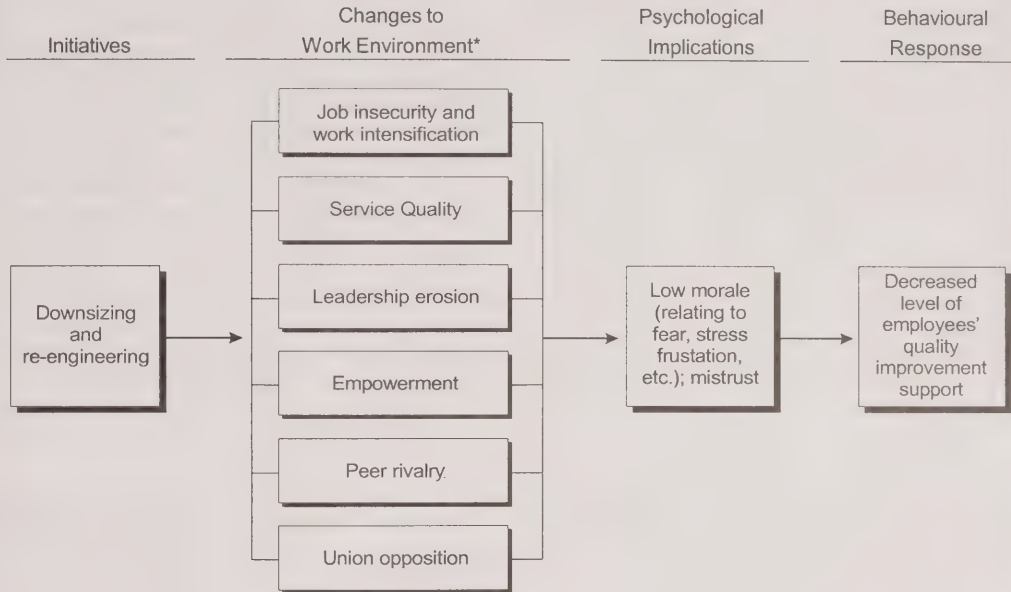
In the case of the University of Alberta Hospital, the employee support was adversely affected by the simultaneous quality/downsizing implementation. The main argument is that soon after the onset of downsizing, many front-line employees equated quality initiatives with layoffs. From the employees' and unions' standpoints, any distinction between the two initiatives seemed irrelevant. Comments like "re-engineering is a means to an end; it is the vehicle through which managers will cut the hospital's budget" were echoed in a number of interviews with union representatives and employees. In the employees' and unions' eyes, in 1995-96, total quality management and re-engineering had degenerated into a fad designed to facilitate downsizing and bash the unions. A union official summed up the experience as "really what it amounts to is everybody has to accept more work and not more pay and not more authority. More responsibility, but no more authority."

On the other hand, from a management perspective, the layoffs were due to budget cuts that occurred almost overnight and had nothing to do with re-engineering. One manager pointed out, "there is a big difference between cost cutting being the purpose and cost cutting or cost saving being a result, very big difference."

Yet, even if some employees were aware that quality initiatives and downsizing were two separate efforts, the results were intertwined, leading many to assume a cause-effect relationship between the two efforts. It was the impact, the new realities, that the employees felt was important, not the philosophical or theoretical aspects of the initiatives. When employees could not distinguish between the results of the two initiatives, they harboured ill feelings towards the quality initiative as well. As a re-engineering design team leader said, "the reason people are so resistant to change is because they are scared that it may mean their job."

Figure 1

Effect of Downsizing and Re-engineering on Quality Improvement Support



* Most of the factors relating to work environment changes interact with each other as well.

Quality initiatives rely on a culture change, a commitment by everyone in the organization to pull in a new direction. To achieve this, individuals should be working without fear, being free to pursue their quality vision the way they feel is right (Aguayo 1990; Delavigne and Robertson 1994). The general indication from the interviews was that after the massive changes, there were more people coming to work just "for a paycheck, not because they were loyal to the company anymore." Some employees were saying, "I am doing what I can do and that's all I can do."

Findings lead the authors to propose that downsizing and quality initiatives are inherently incompatible when they are accompanied by the following:

- (a) a lack of a firmly established quality improvement culture, so that employees are unable to distinguish between the effects of the two initiatives;
- (b) a tight time frame for downsizing that limited the time required for systematic analysis and implementation of quality improvement recommendations;

- (c) adversarial labour relations where unions' vested interests are continually jeopardized; and
- (d) poor implementation of either one or both of the initiatives, stemming from such factors as poor communication and employees being treated with little respect when laid off.

Future research, however, should determine if the two initiatives might work better in other settings.

Conclusion

The foregoing analysis suggests that organizations should be cautious when planning to use jointly downsizing and quality improvement initiatives to improve competitiveness. There may be significant counter-productive human resources implications such as role ambiguity, conflicts, and demoralization. These will not only adversely affect quality improvement support, but also overall employee commitment, productivity, and expertise retention. In this case, while many employees were forced out of the door, others

had lost faith in the system and voluntarily moved away. It is possible that the human resources costs of simultaneous downsizing/re-engineering do undermine the initiatives' financial gain. In this case study, the budget cuts were unilaterally made and expenditure was reduced accordingly. But it does not necessarily mean the hospital was doing more with less. It could well have been doing less with less as many procedures were postponed or cancelled at the expense of patient care. In subsequent years, once the financial picture of the provincial government improved, money was pumped back into the health system, apparently to fix the problems previously created by the deep cuts. Even if the downsizing/re-engineering initiatives did meet their goal of accomplishing more with less in the short run, the long-term human costs could not easily be estimated. For example, no price tag can be attached to any mistakes made as a result of work overload or lack of competency due to multi-skilling. And, the long-term effects on the labour-management relationship are still unknown.

Nevertheless, certain circumstances may require concurrent implementation of quality improvement and downsizing. Given that employees have difficulties to separate between quality improvement and downsizing, efforts should be made to heed the human resources consequences of downsizing and process re-engineering. Looking back, a top hospital executive admitted that, "the people doing the re-engineering, within or outside the hospital situation, have a lot to learn about the human resource side of this." For example, displaced employees should be treated with dignity and respect. They can be offered adequate support and resources to find new jobs. Similarly, the remaining employees should be cared for and their concerns recognized and addressed. This should help alleviate survivors' syndrome such as fear, anxiety, stress, and guilt (Brockner, 1988).

Additionally, quality initiatives thrive on open communication and information sharing (Blackburn and Rosen 1993; Bowen and Lawler 1992). At a time of change, it is one of the best tools to eliminate rumours and unnecessary speculations. With advanced communication of downsizing plans, employees are more likely to perceive the organization as caring for their well-being and more ready to accept the job loss (Eby and Buch 1998). Indeed, some of the interviewees said that their resistance could have been lower had the union and team members been given the hospital budget and more up-to-date information to work with. Communication is all the more important when employees are expected to actively participate in process improvement through quality initiatives.

Moreover, carefully planned downsizing can reduce the deterioration in quality of work life. Peer conflicts may be inevitable when job cuts are underway. However, they can be reduced with better communication, proper layoff justifications, and fair and consistent policies and procedures.

Union opposition is one challenge that may linger for the long term. Early involvement of unions in the quality improvement process, recognizing the unions' organizational and operational constraints and the legitimacy of collective bargaining, willingness to accommodate the unions' vested interests, and inviting unions to be partners in decision making are some of the ways that may make it work. However, given the inherently opposed objectives of the parties, one can only say with certainty that not taking these steps will create union resistance. Doing all this, however, does not guarantee lowered union resistance. A union official expressed pessimism in this regard, saying, "In the best of world, I would sit down as equal partners with management. But it is never going to be that way, not in large institutions. Not with the government pulling the purse strings."

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THE EFFECTIVENESS OF JOINT HEALTH AND SAFETY COMMITTEES AND SAFETY TRAINING IN REDUCING FATALITIES AND INJURIES IN BRITISH COLUMBIA FOREST PRODUCT MILLS

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The forest products industry experiences more serious accidents than any other industry in British Columbia. Permanent disability claims account for a significant percentage of mill claims. Fatalities continue to occur, although less than a few decades ago. British Columbia is not alone; other jurisdictions have also experienced higher accident and fatality rates in forest products. For example, the lumber and wood products accident rate in the United States is more than double the average for the private sector in that country.

*For most of this century, government and industry leaders in this province have attempted to minimize health and safety-related losses in the forest industry. Since 1916, the **British Columbia Workers' Compensation Act** has assigned responsibility to the Workers' Compensation Board for accident prevention, including enforcement and training assistance functions in the forest industry. In 1920, amendments to the Act introduced mandatory safety committees at every manufacturing plant, workshop, or logging camp with 50 or more employees. This was later extended to establishments with 20 or more employees. By 1944, the British Columbia Workers' Compensation Board had strengthened the level of joint worker-management responsibility through these committees. As stated in the annual report of that year: "Recognizing the right of labour to share in accident prevention work, the Board issued a direction making it a requirement for safety committees to be composed of an equal number of representatives of management and labour" (Workers' Compensation Board, 1944, pp. 5-6) However, these committees only have the authority to make safety recommendations.*

The Internal Responsibility System

British Columbia has been a leader in health and safety management through the 'internal responsibility system' philosophy. The basic idea behind this philosophy is that the day-to-day responsibility for workplace health and safety matters should be assigned jointly to employees and management. Government representatives should intervene only when the parties are unable to resolve health and safety problems or have failed to adequately address violations of government standards. Today, the internal responsibility system is the foundation of occupational health and safety statutes in several North American jurisdictions and European countries.

One of the main reasons for transferring responsibility for health and safety matters from government inspectors to workers and managers is that the workplace can be monitored on a regular basis by those who are most knowledgeable of the operation and have the most to gain from improved conditions. Moreover, by involving government inspectors only when their expertise or mediation services are required, direct government intervention is minimized and the costs to the taxpayer are significantly reduced.

— Summarized from a report submitted to the Workers' Compensation Board of British Columbia, in November, 1997.

Two important elements of the internal responsibility system are joint health and safety committees and health/safety-related training. Joint committees in British Columbia consist of equal representation by workers and management. While only advisory at most worksites, they allegedly provide an important vehicle through which the workplace is monitored, hazards are identified, occupational injuries and illnesses are investigated, employee health and safety complaints are heard, and health and safety procedures are developed and promoted.

Health and safety training is a necessary part of the internal responsibility system because members must receive health/safety-related information in order to make meaningful decisions. The importance of training is further strengthened through the employee's 'right to know' about workplace hazards and his or her right to receive sufficient instruction to avoid unnecessary dangers.

Purpose of the Study

The benefits and limitations of the internal responsibility system have been widely debated, but few studies have empirically investigated internal responsibility system practices. Moreover, most studies have typically investigated joint health and safety committees and training activities across several industries without adequate controls for the unique tasks, technologies, and organizational structures found in different sectors of the economy. Consequently, the results are either very general or inconclusive.

The main purpose of the study was to increase our understanding of the capabilities of joint health and safety committees, health and safety training, and specific management initiatives to reduce fatalities and disabling accidents in the forest product mills of British Columbia. The second purpose was to identify corporate and mill characteristics that contribute to a safer work environment and lower injury rates.

The population surveyed included all forest product mills in British Columbia within the following categories: pulp and paper mills, sawmills and planing mills, and shingle and shake mills. Questionnaires were sent to all mills during 1995 and early 1996.¹ Respondents included 106 management and 59 employee representatives from 137 mills.

Preliminary Results

Accident Rates

Table 1 indicates that the mills participating in this study reported an average of 82.97 minor accidents per 100 person-years. The mean serious accident rate was 15.69 per 100 person years. The positive correlation between these accidents rates suggests that mills with higher minor accident rates are more likely to have higher rates of serious accidents. An analysis of variance revealed no significant differences in the minor or serious accident rates by mill type.

The fatality rate per 100 worker-years was .0064 with two fatalities occurring in 1994 among the mills responding to the survey.

Table 1
Minor and Serious Accident Rates

| Type | Number of Mills | Mean per 100 person-years |
|------------------|--------------------|------------------------------|
| Minor Accident | 111 | 82.9680 |
| Serious Accident | 104 | 15.6907 |

¹ Accident rates were also reported for the 1994 calendar year.

1. Joint Health and Safety Committees

In Summary

- *Almost all mills in this survey have joint health and safety committees that have regular meetings and keeps a written record of those meetings.*
- *Almost all mills communicate joint health and safety committee meeting results to employees, most commonly by posting the meeting minutes. Mills that posted meeting minutes had fewer serious accidents.*
- *Employee and management representatives spend 6-7 hours per month on health and safety committee business and have served, on average, almost two years on the committee.*
- *Employee and management representatives enjoy, on average, good relations. Mills with a better joint health and safety committee relations have lower minor accident rates.*
- *Mills with longer meetings, that record meeting minutes, and send this information to the Workers' Compensation Board have lower serious accident rates.*
- *Most joint health and safety committees are responsible for inspecting the workplace, investigating accidents, determining the causes of work injuries, and reviewing the mill's occupational health and safety programs and practices.*
- *Health and Safety representatives rate their safety committees as fairly effective in terms of improving occupational health and safety knowledge, improving safety, and reducing hazards. More effective committees are associated with minor accident rates.*
- *Mill health and safety inspections occurred monthly on average and were conducted almost exclusively by committee members.*
- *Workers' Compensation Board mill inspections occur approximately once every six months, and committee employee representatives almost always accompany the inspector on these inspections.*

Structure, Representation, and Safety Policy

Information was collected from participating mills regarding joint health and safety committee structure, representation, and safety policy. Table 2 presents descriptive statistics for these variables. Almost all mills (93 per cent) have joint committees. Each mill had on average four active committees; the earliest was formed in 1945 while many were formed around 1980. Nearly half of the mills (46 per cent) had

subcommittees. The overall quality of the mills' written health and safety policies was good (3.95 on a 5-point scale).

Both employee and management representatives spend 6-7 hours per month on health and safety business. Employee representatives serve an average of 22 months while management representatives serve an average of 24 months.

Table 2

Joint Health and Safety Committee Structure and Representation

| Characteristics | Mean | SD | Number of Responses | Minimum | Maximum |
|---|-------|-------|---------------------|---------|---------|
| Quality of written health and safety policy | 3.95 | .91 | 140 | 1 | 5 |
| ❶ Does mill have active joint committees? | 1.93 | .26 | 162 | 1 | 2 |
| Number of active committees | 4.11 | 5.04 | 139 | 1 | 25 |
| Year joint committee first formed | 79.74 | 11.50 | 74 | 45 | 96 |
| ❶ Does joint committee have subcommittees? | 1.46 | .50 | 91 | 1 | 2 |
| Number of active subcommittees | 4.74 | 5.24 | 34 | 1 | 30 |
| Average months <i>employee</i> representatives have served on committee | 21.79 | 13.25 | 57 | 12 | 60 |
| Average months <i>management</i> representatives have served on committee | 24.40 | 16.96 | 72 | 3 | 60 |
| Average hours/month <i>employee</i> representatives spend on committee business | 6.34 | 10.93 | 58 | 1 | 80 |
| Average hours/month <i>management</i> representatives spend on committee business | 6.74 | 9.19 | 90 | 1 | 80 |

❶ 1=No; 2=Yes

Representative Relations

The organizational literature advises that committee and team activities are more effective when participants are cooperative, trusting, friendly, and show mutual respect. Although it is difficult to objectively measure these concepts, the study asked participants to rate their relationship (1=Poor;

5=Excellent). As Table 3 reveals, there is generally a good relationship between management and employee representatives (3.99 on a 5-point scale) in terms of cooperation, respect, trust, and friendliness. However, some mills had less favourable relationships than others.

Table 3

Relations Between Management and Employee Joint Committee Representatives

| Type of relationship | Mean | SD | Number of Responses | Minimum | Maximum |
|--|------|-----|---------------------|---------|---------|
| Conflicting vs cooperative | 3.99 | .94 | 150 | 1 | 5 |
| No mutual respect vs good mutual respect | 4.01 | .94 | 147 | 1 | 5 |
| Not trusting vs trusting | 3.77 | .99 | 146 | 1 | 5 |
| Hostile vs friendly | 4.16 | .83 | 146 | 1 | 5 |
| Current relationship | 3.99 | .87 | 151 | 1 | 5 |

Meetings

The study asked employee and management health committee representatives several questions regarding meeting activities, including schedules, agendas, and recommendations. Table 4 provides descriptive results of this information. All respondents reported that their mill had regularly scheduled meetings and 97 per cent of the committees meet on a monthly basis. The frequency of meetings ranged from 2 to 36 and lasted on average for about 2.23 hours. Most chairs or co-chairs (68 per cent) have the authority to call a meeting. Less common is the ability of management (42 per cent) and employee (34 per cent) members to call a meeting. However, in terms of determining the meeting agenda, employee

members (64 per cent) have almost as much input as the chairs or co-chairs (64 per cent). Just over half of the management members (54 per cent) indicated that they could determine the agenda. Over half of the committees (3.53 on 5-point scale) distribute a written agenda prior to their meetings.

Almost all committees (4.89 on 5-point scale) kept a written record of their meetings. Almost 80 per cent (3.98 on a 5-point scale) send these minutes to the Workers' Compensation Board. Most issues are resolved through consensus rather than voting. The majority of recommendations have set dates for implementation and attach action plans. These self-

Table 4
Meeting Characteristics of
Joint Health and Safety Committees

| Characteristics | Mean | SD | Number of Responses | Minimum | Maximum |
|--|-------|------|---------------------|---------|---------|
| Meetings regularly scheduled | 2.00 | .00 | 59 | 2 | 2 |
| Frequency of meetings | 12.51 | 4.08 | 148 | 2 | 36 |
| Duration of typical meeting | 2.23 | 1.67 | 151 | 1 | 8 |
| Regular interval between meetings | 1.97 | .18 | 58 | 1 | 2 |
| ① Chair/co-chair can call meeting | .68 | .47 | 59 | 0 | 1 |
| ① Any management member can call meeting | .42 | .50 | 59 | 0 | 1 |
| ① Any employee member can call meeting | .34 | .48 | 59 | 0 | 1 |
| ① Chair/co-chair sets agenda | .66 | .48 | 59 | 0 | 1 |
| ① Any management member sets agenda | .54 | .50 | 59 | 0 | 1 |
| ① Any employee member sets agenda | .64 | .48 | 59 | 0 | 1 |
| ② Written agenda distributed before meeting | 3.53 | 1.64 | 150 | 1 | 5 |
| ② Summary of meetings is recorded | 4.89 | .48 | 153 | 2 | 5 |
| ② Minutes sent to Workers' Compensation Board | 3.98 | 1.64 | 148 | 1 | 5 |
| ② Reaches consensus rather than votes on issues | 4.19 | .94 | 152 | 1 | 5 |
| ② Set dates to implement recommendations | 3.84 | 1.03 | 152 | 1 | 5 |
| ② Action plans attached to recommendations | 3.59 | 1.18 | 152 | 1 | 5 |

① 0=False; 1=True ② 1=Never; 5=Always

reported characteristics suggest that these committees are effective at keeping meeting minutes, developing recommendations, and mutually agreeing on issues.

Correlations between meeting characteristics and the level of minor or serious accidents were generally in the predicted direction, but few were statistically significant. Mills with longer meetings have lower serious accident rates. Mills that record meeting minutes and send this information to the Workers' Compensation Board also have lower serious accident rates.

Communicating Meeting Results

To keep employees and management informed of health and safety changes, committees are

encouraged to communicate the results of their meetings. Communication practices of the mills in the study are presented in Table 5. The percentages add to more than 100 per cent because most mills use more than one communication activity. Ninety per cent of the mills in the study post the meeting minutes. In addition, 30 per cent distribute the minutes directly to employees and 61 per cent distribute them directly to management. Newsletters are used by 23 per cent of the mills, and 40 per cent of the mills communicate meeting outcomes through meetings with employees. Only 3 per cent of the mills in the study do not formally communicate activities to mill employees. Mills that posted minutes in the workplace had fewer serious accidents. None of the other communication variables were significantly associated with minor or serious accident rates.

Table 5
Communicating Joint Health and Safety Committee Meeting Minutes

| Communication Channels | Mean ¹ | SD | Number of Responses | Minimum | Maximum |
|------------------------------------|-------------------|-----|---------------------|---------|---------|
| Posted in the workplace | .90 | .33 | 153 | 0 | 1 |
| Distributed to employees | .30 | .46 | 153 | 0 | 1 |
| Distributed to management | .61 | .49 | 153 | 0 | 1 |
| Described in a newsletter/memo | .23 | .42 | 153 | 0 | 1 |
| Described at employee meetings | .40 | .49 | 153 | 0 | 1 |
| Other formal communication methods | .09 | .29 | 153 | 0 | 1 |
| No formal communication | .03 | .18 | 153 | 0 | 1 |

¹ 0=No; 1=Yes

Committees Responsibilities

Table 6 indicates that committees typically had major responsibilities related to workplace inspections, accompanying government inspectors, reviewing mill health and safety programs, obtaining information on existing hazards, investigating accidents, and determining the cause of workplace injuries.

Only two responsibilities were associated with minor or major accident rates. Serious accident rates are

lower in mills where the committee determines the causes of work injuries. Serious accident rates are higher, however, where the committee is involved in reviewing dangerous substance programs. This correlation likely exists if firms with a record of serious accidents try to reduce these problems by inviting the committee to help review the dangerous substance program.

Table 6
Responsibilities of the
Joint Health and Safety Committees

| Description | Mean ^① | SD | Number of Responses | Minimum | Maximum |
|--|-------------------|-----|---------------------|---------|---------|
| Inspect workplace | 1.11 | .32 | 152 | 1 | 2 |
| Accompany government inspectors | 1.36 | .65 | 152 | 1 | 3 |
| Review government inspection reports | 1.52 | .71 | 151 | 1 | 3 |
| Review new technology etc. before use | 1.85 | .71 | 149 | 1 | 3 |
| Review dangerous substance programs | 1.72 | .69 | 150 | 1 | 3 |
| Review mills health and safety programs/practices | 1.27 | .46 | 151 | 1 | 3 |
| Get information on other mill safety programs | 1.89 | .69 | 150 | 1 | 3 |
| Get information on existing work hazards | 1.45 | .57 | 152 | 1 | 3 |
| Investigate accidents | 1.09 | .29 | 152 | 1 | 2 |
| Conduct job safety/hazard analysis | 1.58 | .72 | 151 | 1 | 3 |
| Develop employee health and safety training programs | 1.77 | .64 | 151 | 1 | 3 |
| Develop management health and safety training programs | 2.25 | .72 | 149 | 1 | 3 |
| Monitor contractor health and safety practices | 1.95 | .72 | 151 | 1 | 3 |
| Determine causes of work injuries | 1.18 | .42 | 151 | 1 | 3 |

① 1=Major; 2=Minor; 3=None

Perceived Committee Effectiveness

Participants were asked to evaluate the extent to which their safety committee is a decision-making body rather than an advisory or information sharing committee (see Table 7). Almost half were decision making committees and a third were advisory committees. The remainder described themselves as information-sharing committees. They were also asked to estimate the effectiveness of their committee on several dimensions. They were rated between fair to good in terms of effectiveness on each dimension. According to the employee respondents, approximately 75 per cent of committee recommendations are implemented, and almost all respondents reported that the health and

safety committees assisted in complying with Workers' Compensation Board regulations.

There are several significant associations between perceived committee effectiveness and minor accident rates. As expected, committees perceived to be more effective had lower minor accident rates. Lower serious accident rates are related with the ability to obtain necessary changes in equipment, materials and work practices. In addition, lower serious accident rates are associated with decision making committees rather than advisory or information-sharing bodies. Greater implementation of recommendations was also related to fewer minor accidents.

Table 7

Perceived Joint Health and Safety Committee Effectiveness

| Indicators | Mean | SD | Number of Responses | Minimum | Maximum |
|--|-------|-------|---------------------|---------|---------|
| ① Committee authority | 1.73 | .77 | 151 | 1 | 3 |
| Percentage of recommendations implemented | 76.70 | 23.85 | 56 | 5 | 100 |
| Helps mill comply with Workers' Compensation Board regulations (1=Yes; 2=No) | 1.05 | .22 | 58 | 1 | 2 |
| ② Improving safety/reducing accidents | 3.64 | .92 | 152 | 1 | 5 |
| ② Reducing potential health and safety hazard | 3.85 | .86 | 153 | 1 | 5 |
| ② Obtaining necessary changes | 3.70 | .93 | 153 | 1 | 5 |
| ② Improving employee health and safety knowledge | 3.58 | .93 | 151 | 1 | 5 |
| ② Improving management health and safety knowledge | 3.47 | 1.02 | 152 | 1 | 5 |
| ② Effectiveness (Composite) | 3.65 | .72 | 153 | 1.60 | 5.00 |
| ③ Effectiveness (Overall) | 2.23 | .88 | 152 | 1 | 4 |
| ① 1=Decision-making; 2=Advisory 3=Information-sharing | | | | | |
| ② 1=Poor; 5=Excellent ③ 1=Extremely well; 4=Not working well | | | | | |

Inspections and Investigations

Each safety committee representative was asked about inspections and investigations. The descriptive results, presented in Table 8, indicate that health and safety inspections occurred monthly on average. It was relatively rare for non-committee members to participate in these inspections. In most mills both employee and management members received written inspection reports. In addition, in over half of the mills, management not on the committee received copies of the inspection report.

Respondents rated the committees as effective (3.91 on a 5-point scale) in identifying workplace hazards through inspections. On average, accident investigations occurred within 1 to 3 days of the incident. Employee representatives were almost always included in investigations (3.59 on a 4-point scale) involving critical injuries or fatalities.

On average, Workers' Compensation Board mill inspections occur approximately once every 6 months. Employee representatives almost always accompany the Board inspector on mill inspections.

Mills where management members received inspection reports had lower serious accident rates. The frequency of employee representative participation in investigations involving critical injury or fatality was positively correlated with the serious accident rate. This positive association may suggest that a higher incidence of serious accidents motivates employee (including labour union) representatives to be involved in investigations.

Table 8

Occupational Health and Safety Inspections and Investigations

| Characteristics | Mean | SD | Number of Responses | Minimum | Maximum |
|---|------|-----|---------------------|---------|---------|
| ① Frequency of health and safety inspections | 2.01 | .65 | 153 | 1 | 6 |
| ② Employee representative participates in inspection | .93 | .25 | 59 | 0 | 1 |
| ② Management representative participates in inspection | .86 | .35 | 59 | 0 | 1 |
| ② Other managers participate in inspection | .12 | .33 | 59 | 0 | 1 |
| ② Other employees participate in inspection | .19 | .39 | 59 | 0 | 1 |
| ② Other union staff participate in inspection | .10 | .30 | 59 | 0 | 1 |
| ② Employee representative gets inspection report | .83 | .38 | 59 | 0 | 1 |
| ② Management representative gets inspection report | .86 | .35 | 59 | 0 | 1 |
| ② Other managers get inspection report | .54 | .50 | 59 | 0 | 1 |
| ② Other employees get inspection report | .31 | .46 | 59 | 0 | 1 |
| ② Other union staff get inspection report | .15 | .36 | 59 | 0 | 1 |
| ② No inspection reports are prepared | .00 | .00 | 59 | 0 | 1 |
| ③ Effectiveness of inspections in identifying hazards | 3.91 | .87 | 151 | 1 | 5 |
| ④ When is accident investigation started? | 1.77 | .76 | 57 | 1 | 5 |
| ⑤ How often employee representative investigates accident | 3.59 | .79 | 59 | 1 | 4 |
| ⑥ How often Workers' Compensation Board inspects mill | 2.34 | .98 | 152 | 1 | 4 |
| ⑤ How often employee representative accompanies Workers' Compensation Board inspector | 3.58 | .76 | 151 | 1 | 4 |

① 1=Weekly; 6=Never ② 0=False; 1=True ③ 1=Not effective; 5=Very effective
 ④ 1=Same day; 5=>14 days ⑤ 1=Every 3 months; 4=<18 months ⑥ 1=Never; 4=Always

2. Occupational Health and Safety Training

In Summary

- *Almost all employee and management committee representatives receive some form of health and safety training, most commonly on Workplace Hazardous Materials Information Systems and accident prevention. Only half of employee representatives receive training on Workers' Compensation Board regulations.*
- *Occupational health and safety training of employee committee representatives was not associated with accident rates. However, the training of management representatives was related to lower serious accident rates.*
- *Mills with lower accident rates tend to offer more safety training courses to employees, managers, or both.*
- *Employee and management committee representatives rated each other as having a moderately high understanding of and concern for occupational health and safety hazards. However, employee representatives were viewed as having lower knowledge of Workers' Compensation Board regulations.*
- *Health and Safety representatives believe that mill employees have a fairly low level of knowledge regarding Workers' Compensation Board regulations, only a fair understanding of occupational health and safety hazards, and a moderate level of concern for these hazards. Mill managers were rated higher than employees in terms of their understanding and/or concern for hazards.*

Training is one of the cornerstones of the internal responsibility system. Employees, managers, and committee representatives require knowledge and skills in activities ranging from fire safety to accident investigation and problem solving. The study collected extensive information about training activities.

Training for Employee and Management Representatives

Table 9 identifies the extent that mills trained one or more employee representatives in specific training topics. Almost all employee representatives (98 per cent) receive some form of health and safety training. They are most likely to receive training on Workplace Hazardous Materials Information Systems (86 per cent) and accident prevention (92 per cent). It was surprising that only 53 per cent of the employee representatives receive training on Workers' Compensation Board regulations and that only 64 per cent had received training on First Aid/CPR. Training of employee representatives is quite limited on transportation of dangerous goods (25 per cent), problem solving techniques (24 per cent), and repetitive strain injury assessment (22 per cent).

A similar pattern for management representatives can be seen in Table 10. These results also indicate that management members are slightly better trained, although this could be due to different perceptions of

training between management and employee representatives. As with employee representatives, management representatives are most likely to receive training in Workplace Hazardous Materials Information Systems (89 per cent) and accident prevention (88 per cent). They are somewhat more likely than employee representatives to receive training on First Aid/CPR (74 per cent) and Workers' Compensation Board regulations (72 per cent). Repetitive strain injury assessment and industrial hygiene were the least common forms of training for management representatives.

Only hazard recognition training for employee members was correlated with minor accident rates. Overall, there does not seem to be a relationship between the type of training received by employee representatives and either minor or serious accidents rates at the mill.

Mills have lower serious accident rates when their management representatives receive various types of occupational health and safety training. Almost every type of training for management representatives is significantly correlated in the predicted direction with serious accident rates. The strongest associations are reported for Workers' Compensation Board regulations and occupational health and safety inspection training. It is also noteworthy that mills had the highest rate of serious accidents where management representatives receive no training.

Table 9

Types of Training Received by Employee Representative

| Description | Mean ^① | SD | Number of Responses | Minimum | Maximum |
|---|-------------------|-----|---------------------|---------|---------|
| Workplace Hazardous Materials Information Systems | .86 | .35 | 59 | 0 | 1 |
| Transporting dangerous goods | .25 | .44 | 59 | 0 | 1 |
| First Aid/CPR | .64 | .48 | 59 | 0 | 1 |
| Occupational health and safety inspection | .58 | .50 | 59 | 0 | 1 |
| Problem-solving techniques | .24 | .43 | 59 | 0 | 1 |
| Industrial hygiene | .19 | .39 | 59 | 0 | 1 |
| Assess/control of dangerous substances | .34 | .48 | 59 | 0 | 1 |
| Accident prevention | .92 | .28 | 59 | 0 | 1 |
| Workers' Compensation Board regulations | .53 | .50 | 59 | 0 | 1 |
| Accident cause investigation | .66 | .48 | 59 | 0 | 1 |
| Repetitive strain injury assessment | .22 | .42 | 59 | 0 | 1 |
| Fire safety | .59 | .50 | 59 | 0 | 1 |
| Hazard recognition | .41 | .50 | 59 | 0 | 1 |
| Employee representatives receives no training | .02 | .13 | 59 | 0 | 1 |

① 0=No; 1=Yes

Training for Mill Employees and Managers

Along with training safety committee representatives, mills provide varying amounts and types of training to mill employees and managers. Health and safety training offered to employees varied by job group. As shown in Table 11, the highest number of hours of training was provided to technical and professional employees (15.55 hours) and production and maintenance employees (13.57 hours) during their first six months of employment. Office and administration employees (5.19 hours) and sales and service employees (9.25 hours) received considerably less health and safety training during the same time period.

Table 12 reports on the number of safety courses offered to employees, managers, and safety committee members. On average, three to four health and safety

training courses were offered to employees, management, and safety committee representatives. The Workers' Compensation Board provided, on average, slightly more than two health and safety training courses at each of the responding mills.

Employee and Management Representative Understanding of and Concern about Occupational Health and Safety Hazards

Employee and management representatives were asked to rate the level of knowledge and concern regarding occupational health and safety hazards. Ratings were on a 5-point scale from 1=Poor to 5=Excellent. Employee representatives rated management representatives, and vice-versa.

Table 10

Types of Training Received by Management Representative

| Description | Mean ^① | SD | Number of Responses | Minimum | Maximum |
|---|-------------------|-----|---------------------|---------|---------|
| Workplace Hazardous Materials Information Systems | .89 | .31 | 94 | 0 | 1 |
| Transporting dangerous goods | .39 | .49 | 94 | 0 | 1 |
| First Aid/CPR | .74 | .44 | 94 | 0 | 1 |
| Occupational health and safety inspection | .66 | .48 | 94 | 0 | 1 |
| Problem-solving techniques | .43 | .50 | 94 | 0 | 1 |
| Industrial hygiene | .29 | .45 | 94 | 0 | 1 |
| Assess/control of dangerous substances | .50 | .50 | 94 | 0 | 1 |
| Accident prevention | .88 | .32 | 94 | 0 | 1 |
| Workers' Compensation Board regulations | .72 | .45 | 94 | 0 | 1 |
| Accident cause investigation | .67 | .47 | 94 | 0 | 1 |
| Repetitive strain injury assessment | .27 | .44 | 94 | 0 | 1 |
| Fire safety | .68 | .47 | 94 | 0 | 1 |
| Hazard recognition | .52 | .50 | 94 | 0 | 1 |
| Management representative receives no training | .03 | .18 | 94 | 0 | 1 |

① 0=No; 1=Yes

Table 11

**Hours of Training for New Employees*
in Specific Occupations**

| Occupations | Mean | SD | Number of Responses | Minimum | Maximum |
|------------------------|-------|-------|---------------------|---------|---------|
| Production/maintenance | 13.57 | 19.23 | 46 | 1 | 80 |
| Office/administration | 5.19 | 3.64 | 16 | 1 | 12 |
| Technical/professional | 15.55 | 22.83 | 22 | 1 | 99 |
| Sales/service | 9.25 | 16.30 | 12 | 1 | 60 |

* During first six months of employment

Table 12
**Number of Safety Courses Offered,
by Target Group**

| <u>Groups</u> | <u>Mean</u> | <u>SD</u> | <u>Number of Responses</u> | <u>Minimum</u> | <u>Maximum</u> |
|--|-------------|-----------|--------------------------------|----------------|----------------|
| For employees only | 4.24 | 5.55 | 50 | 1 | 28 |
| For managers only | 3.21 | 3.76 | 42 | 1 | 22 |
| For both employees and managers | 3.70 | 4.81 | 76 | 1 | 30 |
| For safety committee members only | 3.18 | 3.65 | 61 | 1 | 22 |
| Number of training sessions provided by Workers' Compensation Board | 2.03 | 2.85 | 59 | 1 | 22 |

As Table 13 shows, employee respondents rated management members moderately high on all dimensions of understanding and concern. Safety concerns and understanding were higher than were health concerns and understanding, but the scores are generally consistent across all dimensions.

As Table 14 shows, management representatives believe that employee representatives have a high concern for health and safety, have a moderately good understanding of mill safety standards, and make a moderately good contribution to the committee. However, employee member knowledge of Workers' Compensation Board regulations is, on average, only fair (3.27 on a 5-point scale).

Table 13
**Management Representative
Understanding and Concern of Occupational Health and Safety Hazards
(Employee Representatives Perceptions)**

| <u>Characteristics</u> | <u>Mean^①</u> | <u>SD</u> | <u>Number of Responses</u> | <u>Minimum</u> | <u>Maximum</u> |
|---|-------------------------|-----------|--------------------------------|----------------|----------------|
| General knowledge of workers' Compensation Board regulations | 3.75 | 1.04 | 59 | 1 | 5 |
| Understand mill safety hazards | 3.98 | .80 | 59 | 2 | 5 |
| Understand mill health hazards | 3.75 | .84 | 59 | 2 | 5 |
| Concern re mill safety hazards | 3.97 | .96 | 59 | 2 | 5 |
| Concern re mill health hazards | 3.69 | 1.03 | 58 | 2 | 5 |
| Overall contribution to Joint Health and Safety Committee | 3.78 | .97 | 59 | 2 | 5 |
| Average (Mean of all items) | 3.82 | .78 | 59 | 2.17 | 5.00 |

① 1=Poor; 5=Excellent

Table 14

**Employee Representative
Understanding and Concern of Occupational Health and Safety Hazards
(Management Representatives Perceptions)**

| Characteristics | Mean ^① | SD | Number of Responses | Minimum | Maximum |
|--|-------------------|-----|---------------------|---------|---------|
| General knowledge of workers' Compensation Board regulations | 3.27 | .75 | 93 | 2 | 5 |
| Understand mill safety hazards | 3.92 | .65 | 93 | 2 | 5 |
| Understand mill health hazards | 3.56 | .80 | 93 | 1 | 5 |
| Concern re mill safety hazards | 4.25 | .80 | 93 | 2 | 5 |
| Concern re mill health hazards | 4.13 | .77 | 93 | 2 | 5 |
| Overall contribution to Joint Health and Safety Committee | 3.82 | .79 | 93 | 2 | 5 |
| Average (Mean of all items) | 3.82 | .56 | 93 | 2.17 | 4.83 |

① 1=Poor; 5=Excellent

Mill Employees' and Mill Managers' Understanding of and Concern about Occupational Health and Safety Issues

Both employee and management representatives provided ratings for the level of knowledge and concern regarding occupational health and safety matters of mill employees and managers. Ratings were on a 5-point scale from 1=Poor to 5=Excellent.

Table 15 reveals that Joint Health and Safety Committee representatives believe that mill employees have a fairly low level of knowledge regarding Workers'

Compensation Board regulations. Their understanding of health hazards is only fair. Surprisingly, mill employees concern for health and safety hazards is also not very high.

According to the results in Table 15, committee representatives rated mill managers higher than mill employees in every category. In particular, mill managers have a fairly high concern for and understanding of mill safety hazards. Their knowledge of Workers' Compensation Board regulations and understanding of health hazards is more moderate, however.

Table 15

**Mill Managers' and Employees'
Understanding and Concern of Occupational Health and Safety Hazards
(Management and Employee Representative Perceptions)**

| Characteristics | Mean ^① | |
|--|-------------------|-----------|
| | Managers | Employees |
| General knowledge of workers' Compensation Board regulations | 3.62 | 2.65 |
| Understand mill safety hazards | 3.91 | 3.56 |
| Understand mill health hazards | 3.66 | 3.17 |
| Concern re mill safety hazards | 4.08 | 3.67 |
| Concern re mill health hazards | 3.79 | 3.48 |
| Average (Mean of all items) | 3.81 | 3.31 |

① 1=Poor; 5=Excellent

3. Occupational Health and Safety Information

In Summary

- *Nearly three-fourths of surveyed mills conduct safety audits. Most audits are conducted monthly or annually and typically involve committee representatives. Mills that conduct safety audits have lower serious accident rates.*
- *Most mills in the study have one or more labour unions. Unionized mills have lower serious accident rates.*
- *Labour-management relations at a typical mill are fair, but not good. Mills with better relations have lower serious accident rates.*
- *Serious accident rates are lower in mills where labour union officials have a good understanding of and concern for occupational health and safety hazards.*
- *Mills with higher job satisfaction, an emphasis on work teams, good quality communication, an emphasis on product/service quality, and a readiness to adopt new practices or technologies have significantly lower minor accident rates.*
- *Mills with better employee-management relations have significantly lower minor accident rates.*

Amount and Type of Information

Employee and management representatives were asked whether various types of information were made available to them (see Table 16). Joint Health and Safety Committee representatives in almost all mills surveyed receive company accident and health statistics, information on hazardous substances, material safety data sheets, and Workers' Compensation Board inspection reports. They were least likely to receive medical staff information, possibly reflecting the lack of medical staff at some mills or companies. Representatives were moderately satisfied with the amount (3.93) and type of information (3.78) available to them. Only 29 per cent of mills did not have written instructions supplementing the Workers' Compensation Board regulations. On average, employee representatives meet with other employees on a monthly basis to discuss health and safety issues (2.28 on a 7-point scale).

Audits and Sanctions

Table 17 reports information about internal safety audits and Workers' Compensation Board sanctions against the surveyed mills. Internal safety audits were reportedly conducted by 74 per cent of the mills. The frequency of these internal safety audits was generally either monthly or annually. Approximately 70 per cent of the employee and management safety committee representatives participate in the internal safety audits. Participation by management or union safety directors was less common, 40 per cent and 20 per cent, respectively. Other management and employee/union personnel participated in approximately one third of the internal safety audits. Mills received on average 12 Workers' Compensation Board sanctions in 1994 for the 32 mills responding to this question.

Table 16

Occupational Health and Safety Information

| Description | Mean | SD | Number of Responses | Minimum | Maximum |
|---|------|------|---------------------|---------|---------|
| ① Company accident and health statistics | .95 | .22 | 153 | 0 | 1 |
| ① Material safety data sheets | .93 | .26 | 153 | 0 | 1 |
| ① Hazardous substances | .95 | .22 | 153 | 0 | 1 |
| ① New equipment/processes | .62 | .49 | 153 | 0 | 1 |
| ① Workplace medical staff information | .42 | .49 | 153 | 0 | 1 |
| ① Workers' Compensation Board inspection reports | .95 | .22 | 153 | 0 | 1 |
| ① Workplace safety staff information | .75 | .43 | 153 | 0 | 1 |
| ① Workplace testing/monitoring information | .70 | .46 | 153 | 0 | 1 |
| ② Satisfaction regarding the amount of information available to committee representatives | 3.93 | .89 | 153 | 1 | 5 |
| ② Satisfaction regarding the type of information available to committee representatives | 3.78 | .94 | 153 | 1 | 5 |
| ③ Supplementary written instructions to Workers' Compensation Board's Industrial Health and Safety Regulations? | 1.29 | .46 | 150 | 1 | 7 |
| ③ Frequency employee representatives meet with other employees | 2.28 | 1.58 | 57 | 1 | 7 |

① 0=No; 1=Yes ② 1=Not satisfied; 5=Very satisfied ③ 1=Weekly; 7=Never

Union Involvement and Relations

Table 18 provides descriptive information regarding union involvement in Joint Health and Safety Committees and occupational health and safety activities. Only 12 per cent of the mills in our sample did not have a union representing some or all employees. During 1994, unions filed 12 occupational health/safety-related grievances per mill, on average. Many union Joint Health and Safety Committee representatives (67 per cent) reported assistance

available from regional or national union health and safety committees. In addition, many unions (60 per cent) employed safety representatives. Employee representatives meet on average every six months with union officers to discuss health and safety issues. Few mills (20 per cent) reported having employed full- or part-time company health and safety representatives.

Table 17

Occupational Health and Safety Audits and Sanctions

| Characteristics | Mean | SD | Number of Responses | Minimum | Maximum |
|---|-------|-------|---------------------|---------|---------|
| ① Are internal safety audits conducted? | 1.74 | .44 | 149 | 1 | 2 |
| ② Frequency of internal safety audits | 3.21 | 1.34 | 105 | 1 | 7 |
| ③ Management representatives participate in audits | .70 | .46 | 129 | 0 | 1 |
| ③ Employee representatives participate in audits | .71 | .46 | 129 | 0 | 1 |
| ③ Management safety director participates in audits | .40 | .49 | 129 | 0 | 1 |
| ③ Union safety director participates in audits ^{††} | .20 | .40 | 129 | 0 | 1 |
| ③ Other management personnel participate in audits | .39 | .49 | 129 | 0 | 1 |
| ③ Other employee/union personnel participate in audits | .32 | .47 | 129 | 0 | 1 |
| Number of Workers' Compensation Board sanctions issued against mill in 1994 | 12.38 | 13.27 | 32 | 1 | 60 |

① 1=No; 2=Yes ② 1=Weekly; 7=Never ③ 0=No; 1=Yes

Table 18

Union Involvement in Joint Health and Safety Committee and Occupational Health and Safety

| Type of Involvement | Mean | SD | Number of Responses | Minimum | Maximum |
|--|-------|-------|---------------------|---------|---------|
| ① Any union representation? | 1.12 | .33 | 59 | 1 | 2 |
| Number of committee representatives who are union officials | 6.68 | 15.50 | 22 | 1 | 74 |
| Number of occupational health and safety grievances in 1994 | 12.36 | 29.57 | 11 | 1 | 101 |
| ② Union has regional/national occupational health and safety committee | .67 | .47 | 52 | 0 | 1 |
| ② Union has full/ part-time occupational health and safety representatives employed by company | .21 | .41 | 52 | 0 | 1 |
| ② Union has full/ part-time occupational health and safety representatives employed by union | .60 | .50 | 52 | 0 | 1 |

① 1=Yes; 2=No ② 0=No; 1=Yes

Table 19 presents perceptions by both employee and management representatives of the relationship between union officials and management at the mill. Scores hover slightly above the middle of the scale, suggesting that relations at a typical mill are fair, but not good. Trust is lowest (3.08) and friendliness is highest (3.46).

Table 20 presents ratings by management committee representatives of union leaders' perceived occupational health and safety understanding and concern. Management rated union leaders as having a fairly good concern for health and safety. Their understanding of health and safety is rated a little lower, and knowledge

of Workers' Compensation Board regulations is only fair.

A correlational analysis revealed the following about union involvement in occupational health and safety. Employee safety committee representatives meet more often with union officers in mills with lower minor accident rates. Unionized mills were found to have significantly lower serious accident rates.

Mills with better labour relations also have lower serious accident rates. There is a clear relationship between the understanding and concern for occupational health and safety among union leaders and serious accident rates at the mill.

Table 19

Relations between Union Officials and Management

| Type of Relationship | Mean | SD | Number of Responses | Minimum | Maximum |
|--|------|------|---------------------|---------|---------|
| Conflicting vs cooperative | 3.37 | 1.11 | 115 | 1 | 5 |
| No mutual respect vs good mutual respect | 3.36 | 1.06 | 115 | 1 | 5 |
| Not trusting vs trusting | 3.08 | 1.08 | 115 | 1 | 5 |
| Hostile vs friendly | 3.46 | .99 | 114 | 1 | 5 |
| Current relationship (Composite) | 3.31 | .98 | 115 | 1.00 | 5.00 |

Table 20

**Union Leaders'
Understanding and Concern of Occupational Health and Safety Hazards
(Management Representative Perceptions)**

| Characteristics | Mean | SD | Number of Responses | Minimum | Maximum |
|--|------|-----|---------------------|---------|---------|
| General knowledge of Workers' Compensation Board regulations | 3.17 | .77 | 63 | 1 | 4 |
| Understand mill safety hazards | 3.58 | .87 | 64 | 1 | 5 |
| Understand mill health hazards | 3.42 | .83 | 64 | 1 | 5 |
| Concern re mill safety hazards | 3.89 | .89 | 64 | 1 | 5 |
| Concern re mill health hazards | 3.83 | .90 | 64 | 1 | 5 |
| Average (Mean of all items) | 3.58 | .73 | 64 | 1.60 | 4.80 |

Mill Characteristics

In this final set of analyses, various mill characteristics are considered as well as employee-management relations and their associations with occupational health and safety accident rates.

Both employee and management representatives were asked to rate on a 5-point scale five mill characteristics, including job satisfaction, emphasis on work teams, quality of communication, product/service quality, and readiness to adopt new practices or technologies. Table 21 indicates that employee job satisfaction was rated moderately good (3.46 on a 5-point scale). Emphasis on work teams was neutral (3.05), although responses covered the entire range. Committee members gave their mill moderately favourable ratings for employee-management communication, as well as readiness to adopt new practices/technologies. A strong emphasis (4.02 on a 5-point scale) exists on product/service quality and improvement.

Table 21 also provides some information about employee involvement teams at the surveyed mills. Employee involvement teams (e.g., continuous

improvement, quality circles) exist in 48 per cent of the mills sampled. Slightly less than three teams exist, on average, in the mills, but the range was from 1 to 9 teams. These teams meet on average once per month and are in general encouraged to discuss health and safety issues.

Table 22 presents ratings from employee and management representatives regarding relations between employees and management at the mill. The overall total score was 3.62 on a 5-point scale, indicating that employee-management relations are moderately favourable. Trust is somewhat lower than other dimensions of this scale.

Mills with higher job satisfaction, an emphasis on work teams, good quality communication, an emphasis on product/service quality, and a readiness to adopt new practices or technologies have significantly lower minor accident rates. There was a positive relationship between the serious accident rate and labour-management teams discussing safety issues. This, however, is likely an artifact of these teams being asked to address safety issues in mills with higher serious accident rates.

Table 21
Mill Characteristics

| Description | Mean | SD | Number of Responses | Minimum | Maximum |
|---|------|------|---------------------|---------|---------|
| Overall employee job satisfaction | 3.46 | .77 | 125 | 1 | 5 |
| Overall emphasis on work teams | 3.05 | 1.10 | 124 | 1 | 5 |
| Overall quality of communication between employees and management | 3.52 | .89 | 125 | 1 | 5 |
| Emphasis on product/service quality | 4.02 | .73 | 125 | 1 | 5 |
| Readiness to adopt new practices/technology | 3.65 | .98 | 125 | 1 | 5 |
| Average of above (Composite score) | 3.54 | .69 | 125 | 1.20 | 5.00 |
| Any employee involvement teams? (1=No; 2=Yes) | 1.48 | .50 | 165 | 1 | 2 |
| Number of active labour-management participation teams | 2.71 | 2.20 | 63 | 1 | 9 |
| Frequency labour-management teams meet | 3.70 | 1.06 | 63 | 1 | 5 |
| Labour-management teams discuss safety issues? | 1.27 | .48 | 64 | 1 | 3 |
| Economic pressure re productivity | 3.22 | .70 | 127 | 1 | 4 |

Table 22

Employee-Management Relationships

| Type of Relationship | Mean | SD | Number of Responses | Minimum | Maximum |
|--|------|------|---------------------|---------|---------|
| Conflicting vs cooperative | 3.66 | .93 | 164 | 1 | 5 |
| No mutual respect vs good mutual respect | 3.63 | .99 | 164 | 1 | 5 |
| Not trusting vs trusting | 3.43 | 1.01 | 163 | 1 | 5 |
| Hostile vs friendly | 3.75 | .91 | 163 | 1 | 5 |
| Current relationship (Composite) | 3.62 | .90 | 164 | 1.00 | 5.00 |

Conclusion

The main purpose of the study was to increase our understanding of the capabilities of Joint Health and Safety Committees, health and safety training, and specific management initiatives to reduce fatalities and disabling accidents in the forest product mills of British Columbia. The study also attempted to identify corporate and mill characteristics that contribute to a safer work environment and lower injury rates.

The study was hindered by political dynamics while this study was conducted, as well as incorrect information in official sources regarding the number and size of active forest products mills in British Columbia. As a single-time survey, one must also be cautious about interpreting the causality and direction of association among the variables in this study. In spite of the delay and methodological limitations, the study is able to provide preliminary information based on completed surveys from management and employee joint health and safety representatives at 137 mills.

Joint Health and Safety Committee Duties

The study supports the belief that mills fulfill their basic obligations on Joint Health and Safety Committees. Almost all mills have joint health and safety committees. Meetings are held regularly, and a written record of those meetings is kept. Moreover, meeting results are regularly communicated to employees, usually by posting the minutes. Most committees are responsible for inspecting the workplace, investigating

accidents, determining the causes of work injuries, and reviewing the mill's occupational health and safety programs and practices. Mill health and safety inspections occur monthly on average and are conducted almost exclusively by committee members. Workers' Compensation Board mill inspections occur approximately once every six months, and employee representatives almost always accompany the inspector on these inspections.

The study provides some support for the idea that structured activities help to reduce accident rates. Mills with longer meetings, that record meeting minutes, and send this information to the Workers' Compensation Board have lower serious accident rates. Representatives rate their committees as fairly effective in terms of improving occupational health and safety knowledge, improving safety, and reducing occupational health and safety hazards.

Relations with Management

The study lends support to the idea that relations between the parties influences accident rates. Mills with better Joint Health and Safety Committee relations have lower minor accident rates. Fortunately, we found that employee and management representatives enjoy, on average, good relations. Mills with better relations between union officials and management have lower serious accident rates. Labour-management relations at a typical mill are fair, but not good. Mills with better relations between employees and management have significantly lower minor accident rates.

The influence of employee-management relations is also supported by the association between certain mill characteristics and accident rates. Specifically, mills with higher job satisfaction, an emphasis on work teams, good quality communication, an emphasis on product/service quality, and a readiness to adopt new practices or technologies have significantly lower minor accident rates. This suggests that cooperative and flexible relations, as well as an emphasis on quality, may contribute to lower accident rates.

Occupational Health and Safety Training

The study found that almost all employee and management committee representatives receive some form of health and safety training, most commonly on Workplace Hazardous Materials Information Systems and accident prevention. However, there seems to be insufficient training on Workers' Compensation Board regulations among employee representatives, which has led to limited knowledge of this subject matter.

Mills with lower serious accident rates tend to offer more training to management representatives. There is no clear relationship between accident rates and

the type of training offered to employee representatives. However, mills with lower accident rates tend to offer more safety training courses to employees, managers, or both.

One of the greatest concerns is the perceived lack of understanding of occupational health and safety hazards among mill employees. Joint committee representatives also believe that employees only have a moderate level of concern for occupational health and safety hazards.

Unions

The results of the study lend support to the idea that the presence of unions helps to minimize accident rates, particularly serious accidents. However, this effect is more pronounced in mills where union officials have a good understanding of and concern for occupational health and safety hazards and, as noted above, where there exists favourable relations between union officials and management.

NEW FEDERAL SAFETY AND HEALTH LEGISLATION COMES INTO FORCE

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Operations Directorate
Labour Program, Human Resources Development Canada

Federal labour legislation updating Part II of the Canada Labour Code received Royal Assent on June 30, 2000. Its provisions come into force on September 30th. The new legislation improves occupational health and safety standards and procedures for industries under federal jurisdiction. The legislation further empowers employer and employee stakeholders to take on more responsibility for their own well-being and creates a better balance between their role and that of government in ensuring safer and healthier workplaces for Canadians.

Part II of the *Canada Labour Code* regulates occupational safety and health standard practices in the workplace. The new legislation affects private and public sector workers in the federal jurisdiction, which includes the public service and crown corporations. It also encompasses international and interprovincial industries such as air, rail, roads, pipelines, banking, broadcasting, uranium mining, shipping and port services, and telecommunications.

The jurisdiction covers about 10 per cent of Canadian workplaces, protecting a million workers at 40,000 work sites across the nation. This workforce is critical to the economy of the country as it represents a core infrastructure that provides for key economic linkages both nationally and internationally.

Part II had not been substantially revised since the mid-1980s. As a result, when consultations began in 1993, they were extensive and recommendations were developed through client-groups using a consensus-based process. The resulting amendments to the *Code* are based on the recommendations coming out of this far-reaching and comprehensive process of discussion and negotiation.

At their core, the amendments clarify and strengthen the processes and procedures to be followed in the exercise of three long-standing elements of Part II of the *Canada Labour Code*: the employees right to know about hazards in the workplace and how to deal with them; their right to participate in health and safety matters, and the right to refuse dangerous work.

Major amendments to Part II of the *Canada Labour Code*

General Duties

Sections 124 and 125 pertain to the general and specific duties of employers to provide safe and healthy work sites. Section 125 spells out in considerable detail the scope of those duties. These sections also add the provision of safety and health training to both supervisory personnel and health and safety committee members, and require cooperation with policy and workplace committees. These are just a few of the responsibilities to be taken on by employers.

In a similar manner, section 126 details the responsibilities that employees must exercise to keep themselves, their work sites and their colleagues out of harm's way.

Internal Complaint Resolution and Changes to the Right to Refuse Dangerous Work

Section 127.1 details a streamlined Internal Complaint Resolution Process, where the parties themselves are urged to come to a timely resolution of identified safety hazards. There is a process laid out for the investigation of complaints, the duties of employers to identify and control exposure to workplace hazards and the referral to a health and safety officer when there is no agreement between the workplace parties on the nature of the resolution.

Section 128 deals with the right to refuse work procedure allowed under the *Code* – detailing who

can do what and when, and what their respective responsibilities are as the investigation of an allegedly dangerous situation proceeds.

Rights have been clarified and strengthened. For example, all employees who are prevented from working as a result of somebody invoking his or her right to refuse will be paid until the end of their shift.

Section 129 spells out what happens when a health and safety officer is called in when the employer and employee cannot agree on a resolution.

Employees now have the right to select a person from the workplace to participate in an investigation when a member of a health and safety committee is not available. The employer's or a safety officer's investigation cannot be delayed should either party forgo the right to be present. The employer has the right to discipline an employee found abusing the right to refuse dangerous work. An employee may appeal such discipline to the Canada Industrial Relations Board and the Public Service Staff Relations Board. Under such circumstances the burden of proof lies with the employer to demonstrate that the employee had abused the right to refuse.

Workplace Health and Safety Committees

Section 135 establishes the role of local health and safety committees in the workplace. These local committees are not new to the *Code*, but the new legislation expands their responsibilities. Committees will now regularly inspect their workplaces and are responsible for the investigation and resolution of complaints. This will improve the efficiency in the workplace by reducing the need for direct government intervention. If the parties cannot jointly resolve a disagreement over a possible contravention of the *Code* or the exercise of a right to refuse dangerous work, a government health and safety officer may intervene.

Section 136 calls for the appointment of health and safety representatives in workplaces having normally less than 20 employees or for which an employer is not required to establish a full fledged committee.

Similarly, section 140 lays out the enhanced roles and responsibilities for government health and safety officers, who will come to assist the parties if they reach an impasse over a possible contravention of the *Code* or the exercise of the right to refuse dangerous work.

Establishment of Policy Health and Safety Committees

Section 134.1 is new and introduces health and safety policy committees for the first time at the corporate level, for employers of over 300 employees. The responsibilities of these committees to look at the broad health and safety concerns at the corporate level are indicated in some detail.

Industries of this size comprise only 3.0 per cent of federally regulated employers, but employ over 85 per cent in the federally regulated workforce. The committees will be involved in a cross-section of activities, including development of prevention programs; investigations, studies and inspections; and the assessment of personal protective equipment. The establishment of these committees at the corporate level ensures that health and safety concerns are addressed at the highest management level.

Protection for Pregnant and Nursing Employees

Section 132 is a new section, that gives additional Part II protection to working pregnant and nursing employees, by spelling out the process and procedure they can invoke when they believe their work poses a risk.

Women who believe their workplace presents a danger to their foetus, or, in the case of nursing mothers, their baby, will have the right to remove themselves from the activity. This can be done without the loss of pay or benefits during the time a doctor's certificate is being obtained. The employer will have the right to assign the woman to other duties or require her to remain at work in a safe location.

Appeals and Review

Appeals of the health and safety officer's decision that "no danger" is present on a work site will now be heard by a technical expert, the Appeals Officer. The Canada Industrial Relations Board and the Public Service Staff Relations Board will no longer hear cases related to the right to refuse dangerous work, but continue to hear disciplinary complaints arising from exercising rights found in the *Code*.

Information Sessions

The Labour Program, along with its labour and management partners have now launched a series of national information sessions designed to provide stakeholders with implementation and enforcement information related to the specific provisions of the Bill C-12.

The intent of the legislation is to improve the statistical picture of work-related injury and illness, a picture that sees 60,000 suffering workplace injury or illness annually in the federal jurisdiction and three dozen die on the job each year. This new legislation will assist workplace stakeholders in bringing these figures down.

*Access to a copy of Bill C-12 and its implications
is available via the following Internet site:*

<http://labour.hrdc-drhc.gc.ca/doc/lab-trav/eng/>

CODE OF PRACTICE FOR DISABILITY MANAGEMENT

National Institute of Disability Management and Research

Employers and workers around the world in today's rapidly changing economic and social environment are witnessing an increased focus on fiscal responsibility, corporate restructuring, and reassignment of public responsibilities. On the surface, they often face a range of competing interests within the context of workplace-based disability management. We often assume that effective reintegration is in conflict with and impairs economic competitiveness, and that simply assuring "adequate" benefit levels will allow disabled workers the ability to maintain a meaningful existence outside the workplace environment.

Best practice evidence and research, as well as continued successful implementation of effective disability management programs, have demonstrated that when properly developed, implemented, and administered, consensus-based disability management programs can effectively reduce the economic cost of disability on employers and workers by a substantial margin; while at the same time, maintaining employability for disabled workers. However, to ensure that these expectations are met within a balanced framework, which does not operate to either the detriment of the worker or the employer, a certain number of principal requirements in the design and implementation of the disability management policy/program will need to be met.

Introduction

In May 1998, representatives from labour, business and government witnessed the signing of an agreement between the International Labour Organization and the National Institute of Disability Management and Research under which the Institute would contribute to the development of the first International Labour Organization Code of Practice in Disability Management.

This proposal, put together by Canada's National Institute of Disability Management and Research, sets out much-needed guidelines for the fair and equitable treatment of workers with disabilities.

Developed within the Canadian context, the newly released Code of Practice for Disability Management developed by the Institute will form part of the basis in the development of an International Code of Practice as part of the collaboration agreement between the Institute and the International Labour Organization.

The Code also flows from a growing body of research documenting the many benefits of disability management and the growing demand for public policy and legislation in this area. It is also a development of the work of the National Institute's International Advisory Council that has brought together people from around the world involved with the employment of

persons with disabilities and injured workers. The practice of disability management as a vehicle to promote return to work and job retention has grown into an international practice, especially in Canada, the United States, New Zealand, and Australia with interest in Europe and beyond.

All members of the working group, researchers, and advisors to this project agreed that the Code should set out responsibilities, principles, and guidelines in broad general terms, and not try to detail successful interventions and best practices in the Code. There is no "one size fits all" but there are many different examples reflecting culture, economic environment, and existing social programs. As was expressed at the working group meeting, the purpose was not to merely catalogue past practices, but to encourage innovation.

Disability Management Plan

Every workplace should have a plan to minimize the impact of disablement on the people it employs. The plan should be responsive to the size, nature, and culture of the enterprise and incorporate standards relevant to it and consistent with the Code of Practice. The plan should set policies and procedures which are communicated consistently to every employee

and management person. The plan should describe a **disability management process** that would apply when the employment of any person in the workplace is affected by their disability.

A disability management plan should clearly set out its values and objectives, and the means by which it will be evaluated. The plan should outline management support, set out rights and responsibilities within the company, and describe the involvement of different personnel depending on the complexity of the case. The process should outline how the needs of the individual will be accommodated by the workplace while protecting confidentiality and the health and safety of the person and co-workers.

The plan should describe how managers, supervisors, co-workers, and worker representatives effectively participate in the disability management process.

The plan should designate a competent person to act as Return to Work Coordinator/Disability Management Professional and describe how confidentiality and accountability is maintained. The plan should include a forum for ongoing labour-management collaboration and describe, where there is no union, a role for worker representatives. Wherever possible, a joint labour-management committee should be established to oversee implementation and evaluation of the program.

The plan will describe how the disability management process will be interconnected with the occupational health and safety program of the workplace to ensure input in return to work and ongoing prevention activities.

Where a person with a disability requires accommodation or work modification, a written agreement signed by the worker, the worker's supervisor, and a person designated as responsible in the disability management program should describe the type and duration of the accommodation(s) or modification(s), access to health care or any other support service, and provide a process of review on request as well as at specified intervals.

Disability Management Process

The disability management process requires the coordination of health care and support services, return-to-work planning, coordination of financial resources and information, and occupational health and safety.

Health Care and Support Services are those services which are required for the diagnosis, treatment, and rehabilitation of a person with a disability. The role of these services in the process is to facilitate the most effective use of these resources in such a way as to promote recovery and sustain employment.

Effective disability management requires the coordination of all service providers and timely delivery of appropriate services. These services can be medical, vocational, or social; therapeutic or rehabilitative. These services should be provided according to need and suitability. Assessment of need and evaluation of effectiveness should be carried out under the supervision of the person's health care provider. Coordination of and referral to these services is critical and may be handled by the Return to Work Coordinator/Disability Management Professional.

A person who requires support services is entitled to choose their health care provider and should receive full disclosure of information prior to providing consent to participate in any other service.

Return-to-work planning is the identification and coordination of employment opportunities available in the workplace to facilitate continued and productive employment of a person with a disability. An opportunity would be evaluated for its suitability for the different conditions and limitations experienced by the person with a disability, and be reviewed by a qualified person to ensure that it is safe for the individual being considered.

Return to work planning should be facilitated by a Return to Work Coordinator/Disability Management Professional and/or a labour-management committee where available. The person with a disability is involved with input from his/her health care provider, and advocate when requested.

Opportunities for return to work can be described in three categories:

Return to work without restriction – These are opportunities where the disability, if any, does not interfere with the person's ability to work safely and therefore he/she can return to regular duties.

Return to work while the person is still recovering – These are opportunities where the process of recovery would not be harmed by the work to be performed and may be improved by work. They are temporary and subject to regular review. Arrangements are made

to provide modifications to the demands of the job, the hours of work and other necessary accommodations such as access to treatment and therapy.

The high risk of re-injury and/or exacerbation of the disability in these circumstances requires special attention to safeguards such as:

- a) obtaining information on the person's capacity to do the job,
- b) evaluating the work to be done, and
- c) providing for reviews.

Return to work when the disability is permanent or expected to last a long time – These are opportunities that are accommodated to the limitations presented by the person's disability. Accommodations may be permanent in that they are designed to always apply or in that they are available in the event of the recurrence of a disability.

The job to which the person may be assigned will be evaluated by a qualified person to determine how the job duties can be performed safely given the activity limitations of the person for whom the job is being offered. In conducting this evaluation, the assessor will be guided by the duty to accommodate.

Coordination of financial resources and information is necessary for the provision of worker support and return to work planning, and to provide income support for the person with a disability when work is not suitable or available. These resources may be provided by different benefit programs, public and/or private, and may have differing eligibility criteria and results. The determination of eligibility for financial resources should be handled in such a way as to promote a cooperative relationship which does not impair worker support and return to work. Services should be systematically monitored, records should be kept, and claims documented for subsequent review and statistical analysis.

Where it appears that an adversarial situation is developing regarding any aspect of the disability management process, a timely and effective dispute resolution process should be triggered.

Occupational Health and Safety is a separate program in the workplace that, in conjunction with the disability management process, works to reduce the occurrence and impact of disabling accidents,

injuries, and illnesses. Where the return to work process identifies safety or health problems with a job, occupational health and safety representatives should be asked to review and advise. Both programs need to share aggregate information to assist in planning and revising both programs. These complimentary activities are critical to confidence in the disability management program.

Of particular importance is the development and the implementation of ergonomic and environmental assessments of jobs to identify and reduce the risk of exposure of workers to adverse health barriers to work and job retention, and the promotion of effective accommodation for persons with disabilities by the work environment.

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To complement this second article by the National Institute of Disability Management and Research, the Workplace Information Directorate has provided two examples of provisions from collective agreements regarding the employment of persons with disabilities. The two provisions include various items put forward by the Institute regarding return-to-work planning.

The **CAMI Automotive Inc.** agreement refers to the involvement of a Placement Coordinator and a joint labour-management committee to identify and coordinate the return-to-work process for a disabled worker. The committee is also planning to establish a manual that will set out the procedures involved in this process.

The **Noranda Mining and Exploration Inc.** agreement refers to the possible involvement of an ergonomist or other specialist, as needed, to help adapt a workstation to an individual's specific disabilities.

Contract Language in Collective Agreements

CAMI Automotive Inc. and Canadian Autoworkers Union, Local 88

Article 14 of the 1998 to 2001 collective agreement provides the outline of an employment program for disabled persons. The union and the company agree that, in an effort to accommodate and facilitate an employee's return to work while he/she is still recovering following an accident or illness, any re-assignment should first be considered in his/her team of record and his/her section before another team is considered. When a transfer is necessary, it will be provided in consideration of the employee's return to his team of record as soon as he has recovered. Should an employee be re-assigned permanently because he is unable to perform his previous job because of a disability, or because of the high risk of re-injury and/or exacerbation of the disability, this employee shall not be re-assigned if it means displacing an employee with more seniority, unless both parties agree.

As well, in a letter of understanding, the parties recognize their obligation to accommodate permanently disabled employees. The letter describes guidelines to identify a position that accommodates the limitations presented by the person's disability. It also refers to a joint committee to supervise the placement process, establish a procedure manual, and resolve any disputes.

Article 14. Incapacitated Employee

An employee who has been incapacitated as a result of injury or disease may be employed in other work in the plant without regard to the seniority being applicable to a layoff.

CAMI and the union agree that, where practical, reassignment for the purposes of accommodating medical restrictions and facilitating rehabilitation should be identified within the employee's team and section prior to transfer to another section. In those instances where reassignment/transfer is required, it shall be undertaken with the intent of returning the rehabilitated employee to their assigned team.

CAMI and the union agree that in those instances in which an employee is permanently reassigned within

the section or permanently transferred to a team in another section as a result of inability to perform the work previously assigned, or due to an unacceptably high risk of re-injury, such employee shall not be reassigned so as to displace an employee on the same team with higher seniority, unless otherwise agreed to by the parties. Displacement of the lowest seniority employee will occur when the employee in rehabilitation is permanently placed.

Letter of Understanding

During the negotiations, CAMI and the union discussed a placement process for the accommodation of *permanently* disabled employees. Both CAMI and the union acknowledge their obligations to the accommodation of *permanently* disabled employees.

These agreed guidelines will be followed:

1. The injured worker must report to the CAMI Health Centre, bringing with them all medical notes and documentation with respect to their medical diagnosis and level of disability, and applicable restrictions. Restrictions must be written by either a specialist or the Workplace Safety and Insurance Board or as agreed to mutually by the committee. The CAMI Health Centre will provide a copy of the permanent restrictions, with written consent of the employee, to the Employee Assistance/Substance Abuse/Placement Committeeperson.
2. Suitable work will be identified according to the steps listed below, and will be offered in accordance with seniority, or other provisions of the collective agreement. The steps taken to search for suitable work for the disabled employee will be documented by the Placement Coordinator and the Employee Assistance/Substance Abuse/Placement Committeeperson. When a permanent placement is to be made, written notification will be provided to the Plant Chairperson and the affected Zone Committeeperson. The Zone Committeeperson will also receive written notification of all temporary placements.

3. The initial search for suitable work (the ability to perform at least 50 per cent of the jobs on the team) will be in the employee's team of record (last permanently documented team). CAMI will endeavour to accommodate the essential duties of the work through workplace modifications.
4. If unsuccessful in step three, the search expands in the order of teams as mutually agreed to by the Placement Review Committee.
5. If unsuccessful in step four, the same steps will be followed considering the ability to perform less than 50 per cent of the jobs on the team, but greater than one job, commencing with the employee's team of record.
6. If step five is unsuccessful, the same procedure will be followed considering singular work.
7. When a permanently disabled employee becomes permanently placed on a team they will displace the junior employee of the combined shifts on the team and that becomes the permanently disabled employees team of record.

It was agreed that CAMI and the union will each appoint three representatives to the Placement Review Committee. The purpose of the Placement Review Committee is to monitor the placement process, and to meet quarterly and as-needed to review placements. The Committee will establish jointly a procedure manual with changes as mutually agreed. The Committee will decide when singular work should be offered and/or when employees may be placed in the plant without regard to seniority provisions of the agreement, subject to their seniority being applicable to a layoff.

If a dispute arises from the process as to the suitability of work offered or degree of impairment of an individual, the Placement Review Committee will meet to attempt to resolve the dispute. If the Placement Review Committee cannot resolve the dispute, the Committee may require the employee to attend an Independent Medical Examination and a Functional Abilities Evaluation. The results of the medical examination will be binding on the employee, the union, and the company.

**Noranda Mining and Exploration Inc.,
Brunswick Mining Division and
United Steelworkers of America, Local 5385**

The language of the 1997 to 2000 agreement stipulates that the company and the union recognize their responsibility to make every reasonable effort to continue to provide employment to an employee who has a disability resulting from an occupational or non-occupational accident or illness. In addition, it states that an employee returning to work should normally return to the job he held immediately before his absence. Notwithstanding the foregoing, in the event that he is no longer able to perform his existing position at full capacity, the Company will review the position requirements and the employee's limitations, and determine whether it is possible to make certain modifications to allow the employee to maintain his position. Where appropriate, the parties agree to consider the involvement of certain specialists. In the event that it is impossible to accommodate a disabled person, the employee shall have rights to displace an employee who has less seniority. Here again, as needed, efforts will be made to determine whether it is possible to make certain modifications to the employee's position. The agreement also stipulates that the Company may assign a vacant position to a disabled employee, notwithstanding the standard job posting procedure. In the event that it is impossible to re-assign a disabled employee using the alternatives mentioned, the Company and the Union agree to meet and assess possible work alternatives for the employee.

Finally, when an employee, because of a disability resulting from an occupational accident or illness, is re-assigned permanently to a job which is at a lower standard hourly rate, he shall continue to be paid at the standard hourly rate for his previous job; although red-circled.

Article 14 – Disabled Employees

- 14.01 The company and the union recognize their responsibility to make every reasonable effort to continue to provide employment to an employee who has a disability which is the result of an occupational or non-occupational accident or illness. The company may refer an employee to an independent medical evaluation in order to determine whether or not this employee is eligible under the

provisions of Article 14. This independent medical examiner will be selected jointly by a physician of the employee's choice and by a physician of the company's choice.

(a) An employee returning to work after an absence due to an accident or illness shall return to the position he held immediately before his absence. In the event that he is no longer able to perform his existing position at full capacity, the company will review the position requirements, the employee's limitations, and determine whether it is possible to make certain modifications to allow the employee to maintain his position.

(b) Where this is not possible, the employee shall have rights to displace an employee who has less seniority according to the provisions of article 9.03(a) i), iv) and v). At each stage in the displacement procedure, the company will review the position requirements and the employee's limitations, and will determine whether it is possible to make certain modifications to allow the employee to be assigned to this position.

(c) The company may, at the time an employee returns to work after an absence due to an accident or illness, assign an employee with a disability to a position that would normally become available under article 9.05 in which case the normal requirements and provisions for job posting will not apply.

(d) Where appropriate, the company will consider, after consultation with the union, the involvement of an ergonomist or other specialist to help evaluate possible modifications to positions as outlined above.

14.02 In the event that it is impossible to accommodate a disabled employee under the provisions of article 14.01 and the employee would otherwise leave the property as a result of his disability, the company and the union will meet and assess possible work alternatives for this employee.

14.03 An employee who returns to work in accordance with the provisions of this Article 14 and is unable to perform his previous job because of a disability which is the result of an **occupational** accident or illness, shall continue to be paid at the standard hourly rate for that job if he performs a job which is at a lower standard hourly rate. He shall continue to receive the higher rate until such time as a job becomes available at the same or a higher rate than the rate which he is being paid. However, the employee shall have the option to exercise his rights under Section 9.05(a).

SELECTION OF RECENT CHANGES IN CANADIAN LABOUR LAWS

Adopted Bills, Regulations and Other Statutory Instruments

Michel Gauvin and Denis Dupont
Strategic Policy and International Labour Affairs
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Federal: An Act to amend the Canada Labour Code (Part II) in respect of occupational health and safety, to make technical amendments to the Canada Labour Code (Part I) and to make consequential amendments to other Acts; Bill C-12 Assented to June 29, 2000

This Act will bring many significant amendments to Part II (Occupational Health and Safety) of the *Canada Labour Code*. Its purpose is to realign responsibilities for work place health and safety, placing a greater onus on employers and employees to work together to ensure a healthy and safe working environment. It will also modernize existing requirements, and provide a more favourable regulatory framework for the shift in onus to occur, while, at the same time, requiring less government intervention. Finally, the amendments will ensure that work place health and safety concerns, on the whole, are identified and resolved in a more flexible, timely and cost-effective manner.

The **key components** of the Act are described below:

Creation of an internal complaint resolution process to assist the parties in the work place in resolving problems in a more independent and timely manner

This internal occupational health and safety complaint resolution process will have to be used before other recourses available under Part II of the Code, except the right to refuse or continue to refuse dangerous work and the right of pregnant or nursing employees to temporarily withdraw from dangerous work (see the last page of this summary for more information about this right). The process will include the following main steps: complaint by the employee to his/her supervisor; attempt by them to resolve the complaint as soon as possible; and referral of an unresolved complaint, on the initiative of either of them, for joint investigation by an employee member and an employer member of the work place committee (i.e., the work place health and safety committee) or by a health and safety representative and a person designated by the

employer. If the complaint is found to be justified, the employer must, in writing and without delay, inform the persons who investigated of how and when it will resolve the matter and must take appropriate action. If the persons who investigate the complaint conclude that a danger exists, the employer must, on receipt of a written notice, ensure that no employee is exposed to that danger until the situation is rectified. The employee or employer may refer a complaint that there has been a contravention of Part II of the Code to a health and safety officer in the following circumstances: the employer does not agree with the results of the investigation; the employer has failed to take action to resolve the matter or to inform the persons who investigated the complaint of how and when it intends to proceed; the persons who investigated the complaint do not agree as to whether it is justified.

Establishment of mandatory policy health and safety committees

Every employer who normally employs directly 300 workers or more will be required to establish a policy health and safety committee, with at least equal representation from employees who do not exercise managerial functions. However, a collective agreement or other agreement may provide that members of a policy committee may include persons who are not employees. Such a committee will have a number of duties, including the following: to participate in the development of health and safety policies and programs; to consider and expeditiously dispose of matters concerning health and safety raised by members or referred to it by a work place committee or a health and safety representative; to participate in the development and monitoring of a prevention program that also provides for the education of employees in health and safety matters; to monitor data on work accidents, injuries and health hazards; and to participate in the planning of the implementation and in the implementation of changes that might affect occupational health and safety. A policy committee will also have certain powers, such as requesting from

an employer any information it considers necessary to identify existing or potential hazards with respect to materials, processes, equipment or activities in any of the employer's work places; and having full access to all government and employer reports, studies and tests relating to the health and safety of employees in the work place; however, access to medical records will require the person's consent.

Enhancement of the powers and functions of work place health and safety committees and representatives

The duties of a work place health and safety committee and health and safety representative will be expanded. They will, for example, include the following:

- to participate in the implementation and monitoring of a program for the prevention of hazards in the work place that also provides for the education of employees in health and safety matters and, where the program does not cover certain hazards unique to the work place, to participate in the development, implementation and monitoring of a similar program for the prevention of those hazards;
- to assist the employer in investigating and assessing the exposure of employees to hazardous substances; and
- to inspect each month all or part of the work place, so that it is inspected in its entirety at least once each year.

A work place committee or health and safety representative may request from an employer in respect of the work place any information that the committee or representative considers necessary to identify existing or potential hazards with respect to materials, processes, equipment or activities.

The provisions relating to health and safety representatives will be modified so that a representative is appointed in each work place at which fewer than 20 employees are normally employed or for which an employer is not required to establish a work place health and safety committee.

A member of a policy health and safety committee or work place health and safety committee or a health and safety representative will be compensated by the employer for time spent performing his/her functions (including authorized preparation and travel time), whether performed during or outside the member's

or representative's regular working hours, at the regular rate of pay or premium rate, as specified in the collective agreement or, if there is no such agreement, in accordance with the employer's policy.

Enhancement of employers' duties

Note: In the following text, the word "prescribed" means prescribed by regulation or determined in accordance with rules prescribed by regulation.

Employers' duties will be expanded to include, among others, the following: to ensure that the work place, work spaces, procedures as well as machinery, equipment and tools used by the employees in the course of their employment meet prescribed ergonomic standards; to ensure that members of policy and work place committees and health and safety representatives receive the prescribed training in health and safety; to ensure the availability in the work place of premises, equipment and personnel necessary for the operation of the policy and work place committees; to cooperate with the policy and work place committees or the health and safety representative in the execution of their duties; to develop health and safety policies and programs in consultation with the policy committee or, if there is no such committee, with the work place committee or the health and safety representative; to respond in writing to recommendations made by the policy and work place committees or the health and safety representative within 30 days after receiving them, indicating what, if any, action will be taken and when it will be taken; to investigate and assess employee exposure to hazardous substances in the manner prescribed, with the assistance of the work place committee or the health and safety representative; to provide to the policy committee, if any, and to the work place committee or the health and safety representative, a copy of any report on hazards in the work place, including an assessment of those hazards; and to ensure that the work place committee or the health and safety representative inspects each month all or part of the work place, so that every part is inspected at least once each year.

Additional duty for employees

It will be an obligation for every employee to report to the employer any situation that he/she believes to be a contravention of Part II of the Code by the employer, another employee or any other person.

Refusal to perform dangerous work

A number of changes will be made to the provisions dealing with the right to refuse dangerous work.

Where an employee reports to the employer that he/she refuses to perform dangerous work, the employee will have to inform the employer whether he/she intends to exercise recourse under an applicable collective agreement or Part II of the Code. The selection of recourse will be irrevocable, unless the employer and employee agree otherwise.

An employee will have the right to select a person from the work place to be present during an investigation by the employer where a member of a work place committee having no managerial functions or a health and safety representative is not available.

The Code will specify that, unless otherwise provided in a collective agreement or other agreement, employees affected by a stoppage of work arising from the internal complaint resolution process, the right to refuse or continue to refuse dangerous work or a direction of a health and safety officer to an employer are presumed to be at work for the purposes of calculating wages and benefits until work resumes or until the end of their shift or scheduled work period, whichever comes first. The same applies to employees who are due to work on the next scheduled work period or shift, unless they have been given at least one hour's notice not to attend work.

An employer may assign reasonable alternative work to employees who are deemed to be at work under the above-mentioned provisions. Unless otherwise provided in a collective agreement or other agreement, employees who are paid wages or benefits under these provisions may be required by the employer to repay those if it is determined, after all avenues of redress have been exhausted by the employees who exercised the right to refuse or to continue to refuse dangerous work, that they exercised these rights knowing that no circumstances warranted such action.

Right to temporarily withdraw from dangerous work for pregnant or nursing employees

In addition to having the right to refuse dangerous work under Part II of the Code, an employee who is pregnant or nursing may, under the new legislation, cease to perform her job if she believes that continuing

any of her current job functions may pose a risk to her health or that of the foetus or child. The employee must consult with a qualified medical practitioner of her choice as soon as possible to establish whether there is such a risk. When a decision is made as to whether there is a risk or not, the employee may no longer cease to perform her job under these provisions. Depending on the circumstances, she may seek a reassignment or job modification, as provided under Part III of the Code, or any other right conferred by a collective or other agreement or by any terms or conditions of employment. During the period she ceases to perform her job under these provisions of Part II of the Code, the employee is considered to continue to hold the job and continues to receive the related wages and benefits, whether or not she has been reassigned to another job that does not pose the risk mentioned above.

Other changes

Other changes to the occupational health and safety provisions of the *Canada Labour Code* include the following:

- the enhancement of the powers of health and safety officers to improve their efficiency and effectiveness;
- the streamlining of the appeal process for the review of decisions and directions of health and safety officers (i.e., the appeals will be made to an appeals officer whose decision will be final, except for appeals that may be permitted under the *Federal Court Act*); and
- the updating of penalties when there is a contravention of Part II of the Code (on summary conviction: maximum fine of \$100,000, but maximum of \$1,000,000 for offences resulting or likely to result in the death of, or serious illness or injury to an employee; on conviction on indictment: maximum fine of \$1,000,000 and/or, except for some specified offences, imprisonment for a term not exceeding two years).

The Act also makes technical amendments to Part I of the *Canada Labour Code* (Industrial Relations).

Except for these amendments to Part I of the *Canada Labour Code*, which took effect on June 29, 2000, the Act will come into force on September 30, 2000.

**Federal: *Budget Implementation Act, 2000*;
Bill C-32 Assented to June 29, 2000**

The *Budget Implementation Act, 2000* modifies several laws, including provisions dealing with the duration of parental benefits contained in the *Employment Insurance Act*, which will increase from 10 to 35 weeks.

A companion amendment to the *Canada Labour Code* will extend the duration of parental leave from 24 to 37 weeks to allow employees to take time off from work during the period where parental benefits can be paid under the Employment Insurance legislation. As is currently the case, the period during which parental leave may be taken will be the 52-week period from the day on which the child is born or comes into the care of the employee. Also, the maximum aggregate amount of parental leave that may be taken by two employees in respect of the birth or adoption will be increased from 24 to 37 weeks.

Under a new section, the maximum aggregate amount of maternity and parental leave that may be taken by one or two employees in respect of the birth of a child will be 52 weeks. The amendments to the *Canada Labour Code* described above will come into force on December 31, 2000.

Section 43 of the *Budget Implementation Act, 2000* provides that the *Canada Labour Code* will be further amended if the *Modernization of Benefits and Obligations Act* (Bill C-23) receives Royal Assent, which it did on June 29, 2000. This amendment to section 206.1 of the *Code* will extend parental leave to same-sex partners adopting a child. The purpose of the new version is to accommodate upcoming changes to the *Employment Insurance Act* which will in effect extend employment insurance parental benefits to same-sex partners adopting a child (section 107 of Bill C-23). The amendment will take effect on the later of the coming into force of section 107 of the *Modernization of Benefits and Obligations Act* (Bill C-23) and December 31, 2000, when the changes to the *Code* described in the preceding paragraphs come into force.

British Columbia: The *Miscellaneous Statutes Amendment Act* amending the *Employment Standards Act*; Bill 24 Assented to July 6, 2000

Bill 24 introduces, among other things, important changes in regard to parental leave.

The changes to the parental leave provisions are meant to accommodate the changes to the employment insurance legislation which, as of December 31, 2000, will extend the payment of parental benefits from 10 to 35 weeks. Thus, under Bill 24, in the case of a mother taking pregnancy leave, parental leave is extended from 12 to 35 weeks. For birth fathers, adopting parents, or birth mothers who do not take maternity leave (a situation not specifically covered in the repealed provision), parental leave is extended by a further two weeks, to 37 weeks, to take into account the employment insurance legislation requirement to serve a two-week waiting period before employment insurance benefits can be paid. (For birth mothers taking pregnancy leave, the two-week waiting period is already served in connection with the pregnancy leave.)

Moreover, pregnancy leave is reduced from a maximum duration of 18 to 17 weeks in order to reflect the employment insurance legislation. Changes brought by Bill 24 also provide that pregnancy leave may not start later than the actual birth date and end later than 17 weeks after the actual birth date. Finally, the total combined number of weeks of pregnancy leave and parental leave is increased to 52, from the current 32.

These amendments to the *Employment Standards Act* will come into force on a date set by regulation of the Lieutenant Governor in Council.

Quebec: Order in Council regarding the coming into force of certain provisions of the *Act to amend the Act respecting labour standards and other legislative provisions concerning work performed by children*; O.C. 814-2000 Gazetted July 5, 2000

Under the Order in Council, sections 84.6 and 84.7 of the *Act respecting labour standards* came into force on July 20, 2000.

Both sections were proposed as part of the *Act to amend the Act respecting labour standards and other legislative provisions concerning work performed by children* (Bill 50) which was assented to November 5, 1999, and which came into force on February 1, 2000, with the exception of sections 84.6 and 84.7, which were to come into force on a date to be fixed by the government.

Section 84.6 prohibits employers from having work performed by a child between 11 p.m. on any given

day and 6 a.m. on the following day, except in the case of a child no longer subject to compulsory school attendance, or in the case of newspaper deliveries, or in any other case determined by regulation. For its part, section 84.7 provides that employers who have work performed by a child must schedule the work so

that, considering the child's family place of residence, the child may be at his/her family residence between 11 p.m. on any given day and 6 a.m. on the following day, except in the case of a child no longer subject to compulsory school attendance or in cases determined by regulation.

For additional information on recently adopted or proposed changes to Canadian Labour Laws, please visit the Labour Program Web site at:

<http://labour.hrdc-drhc.gc.ca/>

and click on "Canadian Labour Law Information".

YESTERDAY AND TODAY

Profit Sharing

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Fifty Years Ago...

The first conference of the Profit Sharing Council of America (formerly the Council of Profit Sharing Industries) was held in Canada. Employees of the 250 American and 15 to 20 Canadian firms represented at the conference, had a share in the companies' profits in addition to their usual wages and benefits. One of the questions asked at the conference was "Does profit sharing work?"

One executive told of the union grievance committee in his firm making every effort to cut down overtime work because the extra pay reduced profits to be shared among the workers. ... Another member, James Lincoln, president of the Lincoln Electric of Cleveland, said "The biggest trouble with present industrial relations is that there's no opportunity for the average employee to fully develop any latent ability... Profit sharing bridges the gap. If workers have latent ability, they get an opportunity to display it and get rewarded for it." Another member suggested that "profit sharing plans eliminate the dividing line. Workers feel they belong, that they are not just another cog in an impersonal machine. They get a sense of participation. The results are happier workers, no more industrial warfare, higher wages and higher returns for management, lower prices for customers."

According to one company on "What is the attitude of union leaders?" it was suggested that while the union was suspicious of the profit sharing scheme when it was first put in, the union was now cooperating fully. Another member cautioned that union cooperation was more likely to be forth coming at the local level since the policy of big unions on the national level was generally to be suspicious of profit sharing."

Today...

Recent surveys by the Conference Board of Canada, Canadian Compensation Association and Employee Stock Ownership Association report that variable pay programs and incentive pay in general, including profit sharing and employee stock ownership, are on the rise, especially in new economy firms.

Profit sharing is still viewed as a strong attraction and retention tool and as a means of sharing in the wealth created by all workers. Profit sharing is still believed to give workers a sense of participation in free enterprise, bring higher wages and profits and reduce labour-management strife.

The tenets of profit sharing have changed very little in 50 years. However, it is over the last decade that the use of incentive systems, including profit sharing, has been adopted by an increasingly large number of Canadian and American companies. Moreover, the biggest shift has been the tendency for organizations to expand inclusion and participation to all occupational groups, including hourly-rated employees and unionized groups.

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Workplace Gazette

A quarterly publication providing data on wage adjustments from major collective bargaining settlements by public and private sectors, by region, by jurisdiction and by major industry; detailed analysis of selected provisions in major agreements; information on innovative workplace practices in Canada resulting from collective bargaining; a quarterly calendar of major collective agreement expiries and reopeners; and, a chronological perspective on work stoppages in Canada. It also features articles or case studies on pertinent industrial relations matters. Annual subscription: Canada, \$125 plus 7% GST (\$133.75); other countries, U.S. \$125.

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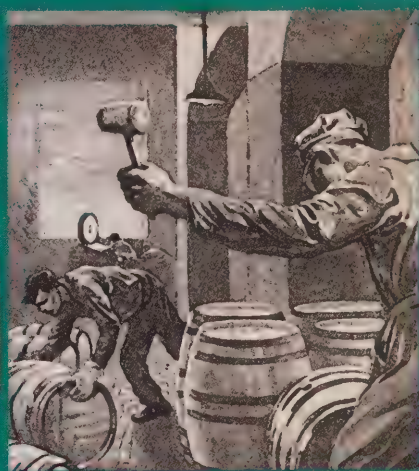
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Quarterly

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MESSAGE FROM THE ASSISTANT DEPUTY MINISTER



Warren Edmondson
Assistant Deputy Minister of Labour

Prior to formulating this introduction to the Centennial Issue of the *Workplace Gazette*, I had an opportunity to glance back over the messages which graced the 1975 Anniversary Issue of the Labour Gazette. In reading the words by the then Labour Minister John Munro and the late Thomas Eberlee, Deputy Minister of Labour at that time, it struck me that their comments would suffice even today. In his message, the Deputy Minister observed “*One hesitates to predict what the next few years may bring. No doubt they will be tumultuous as any we have seen in the past. No doubt our collective bargaining system – and indeed the Department of Labour – will be put severely to the test.*”

The years have been “tumultuous” and “the Department of Labour” now finds itself as a Program of Human Resources Development Canada. The people who make up the Program and who dedicate themselves to serving our clients continue to ensure that the policies, programs and legislative initiatives implemented by the Labour Program promote a work environment which contributes to the social and economic well-being of all Canadians. Legislation administered by the Program has been, and continues to be, streamlined to reflect the changing realities of the Canadian workplace. Continuous consultation and dialogue with employers, labour unions and other interested parties has resulted in initiatives which ensure that the broad range of constituent interests are represented therein.

With the rapid onset of technology and the increased globalization of trade and commerce, industry has been required to move quickly to keep pace or lose market share. The impact of these changes has been felt from the boardroom to the shop floor and Canadian workers have not been exempted from such repercussions. Downsizing, layoffs, concession bargaining and other implications have resulted from business initiatives designed to ensure survival in an increasingly competitive society. The Labour Program has been front and center in measures designed to provide adequate protection to workers, be it in the collective bargaining of wages and benefits, health and safety provisions or ensuring that minimum employment standards are met.

What does the future hold for Canadian workers and their employers in the coming century? One can only speculate that with the rapid rate of economic and social growth in Canada, the coming years will pose a logistical challenge to administrators of labour legislation. While there will undoubtedly be changes to working arrangements and the people and organizations administering them, there is unlikely to be major upheaval in the labour legislation under which they operate. When you look back to 1900 with the *Conciliation Act* establishing the Federal Department of Labour and providing for voluntary conciliation of a labour dispute, you realize that they probably got it right the first time!

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AT A GLANCE

Centennial Issue

The Workplace Gazette Team is proud to present this special centennial issue, celebrating 100 years of labour in Canada. Numerous people have contributed their expertise, time, suggestions, and memories to make this a very special issue. In addition, special thanks is given to Jane Hansen, Linda L'Heureux and Fred Longley who have been referred to by many people as "our resident historians".

Minister Bradshaw who shepherded the 100th year is the latest in a truly remarkable group of ministers who have had to deal with contentious and adversarial issues in the last century. This retrospective reminds us of how history has shaped the current industrial relations scene.

Deputy Ministers have played a crucial role in supporting ministers, in facilitating transitions over time from minister to minister and indeed in changes in political affiliations. As government officials remaining neutral and serving the government of the day, they have worked with the key stakeholders and have initiated and nurtured relationships necessary for effective and constructive labour relations.

Moreover, this issue gives special honours to Senator H. Carl Goldenberg, an icon in Canadian industrial relations, who probably settled more strikes through mediation or arbitration and conducted more public inquiries into problem areas of labour relations than any other Canadian.

Excerpts from selected issues of the *Labour Gazette* over the 100 years, and an article describing the evolution of data collection, analysis and dissemination, provide a flavour of the depth and breadth of labour relations information collected and disseminated in Canada.

A historical overview of national labour history was compiled by the Labour College of Canada, the labour movement's academic arm which has shaped the views of many union leaders. Key Labour Program areas provide historical overviews and updates from their areas involved in the delivery of services related to the *Canada Labour Code*: industrial relations, health and safety, and labour standards. Moreover, Canada's leadership role in national and international labour issues is also highlighted. Finally, external practitioners provide insight on the current labour relations scene and offer prospects and challenges for the future.

More specifically, an article traces the evolution of industrial relations legislation in Canada over the last 25 years, while another has a focus on the changing face of the federal jurisdiction economic sectors. Two other articles describe the evolution of occupational health and safety standards and regulations and workplace equity concerns past and present. Social policy and labour legislative responses are discussed and one article traces the history of minimum wage and hours of work over the last century. Canada's role in the International Labour Organization is reviewed and also its leadership in national and international labour-related issues. The history and development of the Canadian Association of Administrators of Labour Legislation is described. Also presented are articles on the departmental library and its contribution over the years to the most comprehensive labour collections and an overview of the Women's Bureau contributions to labour-related concerns.

Scholars who contributed in the 1975 issues of the *Labour Gazette* were asked to reflect on the last 25 years of labour relations and to focus on challenges and prospects for the future.

Section 1

Section 1 provides third quarter 2000 data on wage adjustments in major collective agreements, current and historical, by public and private sectors, by region, by jurisdiction and by major industry.

Section 2

Section 2 offers information on major collective agreement expiries and reopeners for January, February and March of 2001. Also included is information on work stoppages with a chronological perspective and a third quarter overview for 2000.

Section 3

Section 3 summarizes innovative workplace practices resulting from collective bargaining and recent changes in Canadian Labour Laws.

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LABOUR
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THE LABOUR GAZETTE

THE JOURNAL OF THE DEPARTMENT OF LABOUR

Vol. I, No. 1

SEPTEMBER, 1900

Price Three Cents

THE LABOUR GAZETTE.

THE *Labour Gazette* is an official publication by the Dominion Government, under the authority of the Conciliation Act, 1900. It is the Journal of the Department of Labour, and is published with a view to the dissemination of accurate statistical and other information relating to labour conditions and kindred subjects. It will be issued monthly, and the matter contained in its columns is intended to be of service to workmen and others requiring reliable data in regard to questions specially affecting labour, and such topics as have a bearing on the status and well-being of the industrial masses of Canada.

The *Gazette* will not be concerned with mere questions of opinion, nor will it be the medium for the expression of individual views. It is an official publication, and as such will seek to record only such statements of fact, and such collections of statistics as are believed to be trustworthy. In the selection and publication of these, care will be taken to have the information as accurate and impartial as possible, and so to arrange it that, while furnishing from month to month facts and figures of current interest, these may at intervals be revised and compiled in such a manner as to show, over periods of time, the trend and development of the subjects dealt with.

The work thus undertaken will, it is hoped, establish a basis for the formation of sound opinions, and for the drawing of correct deductions, but these, in themselves, are tasks which lie beyond the scope and purpose of the *Gazette*, and are ones it will seek to serve, not to meet.

In estimating the position and functions of the *Gazette*, its readers must take into account the vast geographical area of the Dominion, the variety of its industries, and the extent of its trade. A sweep of industry, complex and manifold, stretching from ocean to ocean across four thousand miles of continent, is something which the world has known for the first time during the nineteenth century, and is paralleled only by one or two countries of the globe. But this alone of Canada's most interesting and characteristic features, and in this fact is to be found the real significance and importance of the *Labour Gazette*, as well as the best indication of the aims of the undertaking. This Journal will seek to gather from all parts of the Dominion facts, figures and information bearing on industrial conditions and the state of the labour market. It will seek to supply intelligence in regard to labour in one locality which may be of value to labour in another; in regard to

industries in one province of interest to industries in other provinces; and information of general utility to employers and workmen wherever found. It will seek,

also, to bring to the notice of its readers in this country, facts from the experience of other countries, which may have a bearing on conditions here.

THE DEPARTMENT OF LABOUR, CANADA.

THE Department of Labour has been established by order of Parliament under authority of the Conciliation Act, 1900. This Act was passed at the last session of Parliament and assented to on the 18th of July. The section relating to the department is as follows:—

With a view to the dissemination of accurate statistical and other information relating to the conditions of labour, the Minister shall establish and have charge of a Department of Labour, which shall collect, digest, and publish in suitable form statistical and other information relating to the conditions of labour, shall institute and conduct inquiries into important industrial questions upon which adequate information may not at present be available, and issue at least once in every month a publication to be known as the *Labour Gazette*, which shall contain information regarding conditions of the labour market and kindred subjects, and shall be distributed or procurable in accordance with terms and conditions in that behalf prescribed by the Minister.

The Bill was introduced in the House of Commons on June 27, by Hon. William Mulock, Postmaster General, and received its second and third reading on July 6.

By Order in Council dated July 19, Mr. Mulock was appointed Minister of Labour.

The new department has its offices in the Molson's Bank Building, which is in close proximity to the Parliament Buildings and the offices of the other Government departments. The work of organization has been carried on with rapidity, and, although scarcely two months have elapsed since the

Royal Assent was given to the Act authorizing its establishment, much progress has been made toward placing the department on a firm and substantial basis. The present issue of *The Labour Gazette* appears as its first publication.

During the months of July and August the following appointments were made in connection with the Department.

Editor of *The Labour Gazette*,

Mr. W. L. MACKENZIE KING.

Local Labour Correspondents:—

Mr. PHILLIPS THOMPSON, (City of Toronto).

Mr. JOHN APPLETON, (City of Winnipeg).

Mr. P. J. JOBIN, (City of Quebec).

Mr. EDWARD LITTLE, (City of Quebec).

Mr. JAMES T. BURKE, (City of Stratford).

Staff Clerk:—

Mr. FRANK PLANT.

'Fair Wages' officer,

Mr. D. J. O'DONOGHUE, (transferred from the Department of Public Works).

Officer for the enforcement of the Alien Labour Act,

Mr. EDWARD WILLIAMS.

Labour Program

"Celebrating 100 Years of Working Together"

The Labour Program celebrates 100 years of service to Canadians in the year 2000. Throughout its history, the Program has been dedicated to promoting and protecting the well being and rights of employers and workers.

For most of the last century, the Labour Program was an independent federal department known initially as the Department of Labour, and later as Labour Canada. In 1993, Labour Canada and parts of a number of other departments merged to form Human Resources Development Canada.

Created by the *Conciliation Act* of 1900, the Department of Labour gathered and disseminated various labour statistics through its flagship publication, the *Labour Gazette*. The Department also helped workers, unions and employers settle labour disputes, and secured fair wages and better working conditions on public work sites. The first Deputy Minister and Minister of Labour was William Lyon Mackenzie King.

By the 1940s, the Department of Labour was influencing the lives of thousands of Canadians through its involvement in federal-provincial shared-cost programs for employment services, technical education, old age pensions and unemployment relief. In addition, the Department was involved in combines investigation, vocational education, government annuity programs and fair wage laws on federal public works projects.

During World War II, the Department of Labour was responsible to "direct civilian labour supply in order to meet the requirements of war and essential services". After the war, the Department continued meeting its responsibilities for labour relations, employment, and workforce planning at the federal level.

In 1966, the Department of Manpower and Immigration was created and manpower planning and employment services,



as well as the Unemployment Insurance Commission, were transferred from the Department of Labour to the new department.

While continuing to administer the *Canada Labour Code*, Part I (Industrial Relations), Part II (Occupational Safety and Health) and Part III (Employment Standards), and the *Fair Wages and Hours of Labour Act*, the Department of Labour has responded to the ever changing fabric of Canadian society. Over the

years, the Minister of Labour has become responsible for administering many other acts and regulations including the *Employment Equity Act*, the *Non-smokers' Health Act*, the *Government Employees Compensation Act*, the *Merchant Seamen Compensation Act*, the *Penitentiary Inmates Accident Compensation Regulations* and the *Status of the Artist Act*.

The Department has been involved in many important areas throughout the years. Regarding women's issues, the Women's Bureau was created in 1954 and on the international front, the Department has a long history of involvement with the International Labour Organization. In the 1990s, with the signing of the North American Agreement on Labour Cooperation, the Labour Program expanded its international efforts in support of the well-being of workers. In 1998, the Minister of Labour attended the Inter-American Conference of Ministers of Labour, the first time that a Canadian Minister of Labour had ever attended.

As the 21st century dawns, the Labour Program continues its proud tradition of service to Canadians. At home we support our clients in their efforts to meet the challenges of globalization and the changing workplace, and with our international partners we continue to promote the rights and well-being of all workers.

We've come a long way in 100 years and look forward to the challenges of the new millennium.

Major Milestones

1900 Department of Labour established under the *Conciliation Act*. William Lyon Mackenzie King named first Deputy Minister and first issue of *Labour Gazette* published in September.

1908 Under the *Government Annuities Act*, the Department of Labour administers plan to help individual Canadians provide for their old age.

1909 *Labour Department Act* creates separate Labour Portfolio. William Lyon Mackenzie King sworn in as first Minister of Labour.

1911 First issue of the *Directory of Labour Organizations in Canada*.

1918 Under the *Employment Services Co-ordination Act*, the first employment offices are established under the Department of Labour.

1919 International Labour Organization established and Canada is a founding member.

1930 *Fair Wages and Eight-Hour Day Act* called for fair wages and an eight-hour working day for workers in the federal jurisdiction. Later, eight-hour day also established for government employees.

1940 New Unemployment Insurance Commission comes under the direction of the Department of Labour.

1944 Passage of P.C. 1003 (War-time Labour Relations Regulations) which imposed a legal obligation upon the employer and the employees' bargaining agent to negotiate with each other in good faith.

1948 *Industrial Relations and Disputes Investigation Act*. Collective bargaining rights firmly established in law. Workers protected against intimidation during union drives. Canada Labour Relations Board established.

1951 Responsibility for the *Government Employees Compensation Act* passes from the Minister of Transport to the Minister of Labour.

1953 Department of Labour becomes responsible for the administration of the *Merchant Seamen Compensation Act* which ensured that employers fairly compensated seamen that were injured during the course of their duties.

1954 Establishment of the Women's Bureau to promote and advance opportunities for women in the workforce.

1965 *Canada Labour (Standards) Code* establishes minimum standards for hours of work, wages, annual vacations with pay, and statutory holidays with pay for workers in the federal jurisdiction.

1966 Department of Manpower and Immigration formed. Employment-related programs and services move from the Department of Labour to the new department.

1966 *Canada Labour (Safety) Code* passed. Codifies laws and regulations regarding safety standards for workers in the federal jurisdiction. Also, first issue of the *Collective Bargaining Review* published in December.

1967 The *Industrial Relations and Disputes Investigation Act* was consolidated with other labour statutes as the *Canada Labour Code*.

1973 Canadian Centre for Occupational Health and Safety formed.

1986 Joint employer-employee safety and health committees in the workplace required under the *Canada Labour Code*. *Employment Equity Act* passed.

1994 North American Agreement on Labour Cooperation between Canada, the United States and Mexico comes into force. Commits countries to protecting high labour standards and effectively enforcing their own labour laws.

1997 Canada-Chile Agreement on Labour Cooperation comes into effect. First annual North American Occupational Safety and Health Week held.

1998 Part I (Industrial Relations) of the *Canada Labour Code* amended to improve collective bargaining process for federally regulated industries. Abroad, Federal Minister of Labour participates, for the first time, in the Inter-American Conference of Ministers of Labour.

1999 Reinstatement of fair wage schedules.



1900-2000

Ministers of Labour

"Celebrating 100 Years of Working Together"



Sir William Mulock – 1900-1905

A grim report on sweat shops and poor labour conditions prompted the government, under Mulock's guidance, to establish the Department of Labour through *The Conciliation Act* of 1900. From 1900 to 1909, the Department reported to Parliament through the Postmaster General.



William Lyon MacKenzie King – 1909-1911

The first Deputy Minister of Labour, King, was also named the first full Minister of Labour when the Department was established as a separate portfolio in 1909. Having settled over 40 labour disputes while deputy minister, King brought with him a significant degree of expertise. An important achievement for the Department of Labour came in 1910 with the passage of the *Combines Investigation Act* which provided for the investigation of combines, monopolies, trusts and mergers.



Sir Allen Bristol Aylesworth – 1905-1906

Served for less than a year before he was transferred to the Ministry of Justice.



Thomas Wilson Crothers – 1911-1918

This minister's tour of duty took place during difficult years of the First World War. Problems of finding and assigning workers for ammunitions plants, farming and even the armed forces became a vital concern of the Department. One of his proudest moments came in 1918, when the Employment Service Council of Canada was established. The Council's task was to find ways of alleviating unemployment. Unfortunately, the strain of the war years took a toll on his health and Crothers resigned less than 10 days before the end of hostilities in 1918.



Rodolphe Lemieux – 1906-1909

Lemieux co-authored the *Industrial Disputes Investigations Act* of 1907 with William Lyon Mackenzie King. The legislation was commonly referred to as the *Lemieux Act* and was considered "the most important piece of legislation passed in Canada since the creation of the Department of Labour in 1900."



Senator Gideon Decker Robertson – 1918-1921 – 1930-1932

Robertson's time in the Labour Department coincided with the end of the First World War, as the task of converting the country from a war time to a peace time economy became a top priority. In addition to administrative tasks, which included the co-ordination of employment offices and technical education, much of this minister's success in solving early post-war problems was due to his ability to enlist the cooperation of clients. During the Depression, the minister was charged with efforts designed to provide relief to the unemployed.

Ministers of Labour (Cont'd)



James Murdock – 1921-1925

After serving as vice-president and Chief Canadian Executive of the Brotherhood of Railroad Trainmen for 16 years, Murdock was appointed minister in December 1921. Among his many challenges, the most noteworthy was the passage of amendments to the *Industrial Disputes Investigation Act*

to conform with a 1925 British Privy Council decision. The Privy Council ruling limited Parliament's jurisdiction over labour matters to federal works, undertakings and business, thereby setting the stage for the present system of labour law administration.



John Campbell Elliot – 1926-1926

Served only a four-month term with a minority government.



George Burpee Jones – 1926-1926

As with the previous minister, Jones served for a brief time.



Peter Heenan – 1926-1930

Heenan served as minister during the Crash of 1929 and the onslaught of the Great Depression. The *Unemployment Relief Act*, 1930, was soon passed in Parliament and the Department of Labour became responsible for a system of relief payments to provinces and municipalities across Canada. The payments provided

direct relief to individuals and helped to set up local work projects. During his term, "Peter the Peacemaker" was credited with having personally prevented or settled more than 160 labour strikes. A true "son of the people" his work as a coal miner, deep sea diver, professional football player and locomotive engineer, gave him a unique perspective of the conditions and challenges in the workplace.



Wesley Ashton Gordon – 1932-1935

By its fourth decade, the Department of Labour was a mature organization charged with the administration of a dozen acts of Parliament. During Gordon's tenure, relief for the unemployed was perhaps the most serious problem faced by government.

In 1935, Canada announced a "New Deal", embodying in legislation many improvements in working conditions. These included a limitation on weekly hours of work, a minimum wage, closer regulation of working conditions, a system of unemployment insurance, and a system of health and accident insurance.



Norman McLeod Rogers – 1935-1939

During his appointment, Canada emerged from the economic wreckage left by the Great Depression. However, time to savour this recovery was short lived as World War II began in September, 1939. On the home front, under the *Youth Training Act*, 1939, the

minister became responsible for a new program designed to promote and assist in the training of unemployed youth.



Norman Alexander McLarty – 1939-1941

McLarty's term as minister coincided with Canada's entry into World War II. This placed the responsibility for organizing the country's civilian forces upon his shoulders. In 1940, the National Labour Supply Council was established to advise on matters relating to the labour supply

situation. Coincident with the war activities, McLarty piloted the *Unemployment Insurance Act*, 1940, through Parliament. As well as providing income support for the unemployed, the *Act* also provided for a system of local employment offices across Canada.

Ministers of Labour (Cont'd)



Humphrey Mitchell – 1941-1950

The Honourable Humphrey Mitchell holds the record as the longest serving Minister of Labour. During the War, Mitchell was responsible for Canada's wartime civilian mobilization efforts. One particular highlight for the minister was the 29th Session of the International

Labour Conference held in Montréal in 1946, where Mitchell was unanimously elected president by the delegates representing labour, employers and governments of 46 countries. After the war, Mitchell tabled legislation requiring employers to reinstate men and women from the Armed Services into their old jobs.



Allan MacEachen – 1963-1965

In addition to the popular 'War on Poverty' program, MacEachen played a part in the eventual passage of the Labour Standards section of the *Canada Labour Code*. The new *Code* consolidated legislation regarding employment standards in the federal jurisdiction.



John Robert Nicholson – 1965-1968

Change and growth in the Canadian economy was remarkable. In turn, the government decided to consolidate its manpower and immigration programs and services into the new Department of Manpower and Immigration. The effect on the

Department of Labour was dramatic: four branches including the National Employment Service were transferred to the new department. These changes established the contours of the present-day Labour Program, whose primary focus is to promote a fair, safe, healthy, stable, cooperative and productive work environment that contributes to the social and economic well-being of all Canadians.



Milton Fowler Gregg – 1950-1957

This minister served valiantly in both world wars earning the Victoria Cross for his actions in 1918. During Gregg's time, great strides were made in the area of human rights. In 1953, under the *Canada Fair Employment Practices Act*, it became unlawful to practice discrimination in employment in

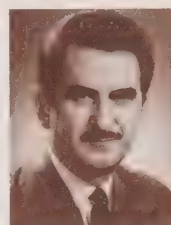
industries under federal jurisdiction by reason of race, national origin, colour or religion. The minister was made responsible for implementation and administration of this Act, and as a result, the Fair Employment Practices Branch was created.



Michael Starr – 1957-1963

Over and above his traditional duties as minister, Starr shouldered many additional responsibilities. During his appointment, Labour Canada became responsible for the *Vocational Rehabilitation of Disabled Persons Act*, the *Technical and Vocational Training Assistance Act*, the

Corporations and Labour Unions Returns Act and the *Annual Vacations Act*. The *Annual Vacations Act* set two weeks of paid vacation per year as a minimum for full-time employees in the federal jurisdiction.



Jean-Luc Pépin – 1968

Served only a three-month term.



Bryce Mackasey – 1968-1972

Under a major revision and expansion of the *Unemployment Insurance Act*, 1971, the minister continued to report to Parliament for the Unemployment Insurance Commission although the Commission itself operated separately from the Department. In 1972, the Minister of Manpower and

Immigration was finally made wholly responsible for the Unemployment Insurance Commission, and Labour's 31-year association with the Commission came to an end.

Ministers of Labour (Cont'd)



Martin Patrick O'Connell – 1972-1972 – 1978-1979

Only the second minister ever to hold the Labour portfolio twice, O'Connell was well respected by both employer and employee associations. A highlight during his first term came in 1972, when significant changes to the industrial relations provisions of

the *Canada Labour Code* received Royal Assent. These changes made access to collective bargaining easier and extended bargaining rights to certain excluded groups such as supervisors, employed professionals and private police.



John Carr Munro – 1972-1978

The year 1975 was Labour's 75th anniversary and a time of change for the Department. At that time, the minister and senior staff were engaged in a major review of the Department's role and mandate. As a result of this review, the Department renewed and re-energized its focus on three key areas:

promoting and protecting the rights of parties in the workplace, ensuring a working environment conducive to physical and social well-being, and ensuring a fair return for work effort. Good to his word, by 1978 all three areas had been addressed.



Lincoln Alexander – 1979-1980

This human rights visionary was elected to the House as a Member of Parliament in 1968 – the first black person ever elected to the House of Commons and in 1980, became the first black cabinet minister in Canadian history, accepting the portfolio of Minister of Labour. A

consistent theme during his appointment was the emphasis on the need for employers to apply the principle of worker participation in corporate management.



Gerald Regan – 1980-1981

A former labour lawyer and premier of Nova Scotia, Regan chaired the Labour Relations Committee of Cabinet while Minister of Labour. One of his more popular policy moves was the announcement of a two-stage increase in the federal minimum wage.



Charles Caccia – 1981-1983

The first Italian-Canadian to become a Cabinet Minister in Canada's Parliament, Caccia was important in further modernizing the *Canada Labour Code*. The amendments strengthened the group termination provisions to include a requirement for joint planning committees, and

improved access to severance pay.



André Ouellet – 1983-1984

A highlight of his term as minister came on June 29, 1984, when major amendments to the *Canada Labour Code* were passed by the House of Commons. The proposals made union dues payments mandatory, extended child care leave, and strengthened safety and health

provisions. In addition, protection from sexual harassment was added to the *Code*.



William McKnight – 1984-1986

A primary focus for McKnight was the implementation of the 1984 amendments to the *Canada Labour Code*. These amendments were phased in over a two-year period, and included revisions to all three parts of the *Code*.

Ministers of Labour (Cont'd)



Pierre Cadieux – 1986-1989

A highlight of Minister Cadieux's tenure was Labour Canada's introduction of the Workplace Hazardous Materials Information System. The national system was designed to ensure that workers are knowledgeable in the safe use of hazardous materials and informed on

how to treat an injury in case of accidental exposure. Cadieux was shocked to learn that 869 Canadian workers had been killed on the job in 1986. Since his time as minister, those numbers have declined substantially.



Lloyd Axworthy – 1993-1995

In a time of momentous change, the Department of Labour merged with other government departments and programs to form Human Resources Development Canada, with Axworthy as its minister. Soon after the merger, a number of difficult and important labour issues prompted the government to name a separate Minister of Labour.



Jean Corbeil – 1989-1991

Corbeil was a firm believer in partnership and good employee-management relations. He also considered occupational safety and health a key priority. During his appointment as minister, the Department reviewed its strategic directions for the 1990s and applied the

regulations made pursuant to the *Non-Smokers' Health Act*.



Lucienne Robillard – 1995-1996

One of Robillard's most notable achievements as the first Minister of Labour under the new Human Resources Development Canada, was amendments to *Canadian Occupational Safety and Health Regulations* which addressed the special safety and health needs of persons with disabilities. She also announced the

establishment of the task force, chaired by Andrew Sims, that conducted an independent review and recommended improvements to Part I (Industrial Relations) of the *Canada Labour Code*.



Marcel Danis – 1991-1993

During his time, Danis was involved in amendments to Part III (Labour Standards) of the *Canada Labour Code*. The changes expanded upon provisions related to maternity and parental leave. Danis also signed a Memorandum of Understanding on cooperative labour activities between

Canada, the United States and Mexico. This led to the coming into force of the North American Agreement on Labour Cooperation in 1994.



Alfonso Gagliano – 1996-1997

Gagliano was involved in the review of both Part I (Industrial Relations) and Part II (Occupational Safety and Health) of the *Canada Labour Code*. He also helped raise awareness of the problem of sexual harassment in the workplace and commissioned a task force to study the changing Canadian workplace. On the

international front, Gagliano signed the Canada-Chile Agreement on Labour Cooperation.



Bernard Valcourt – 1993

Valcourt served for a brief time of five months.

Ministers of Labour (Cont'd)



Lawrence MacAulay – 1997-1998

On November 6, 1997, MacAulay tabled amendments to Part I (Industrial Relations) of the *Canada Labour Code* in the House of Commons. The amendments modernized the legislation, improved the collective bargaining process and promoted cooperative labour-management relations. MacAulay

was also the first Canadian labour minister to attend the Inter-American Conference of Labour Ministers held under the auspices of the Organization of American States.



Claudette Bradshaw – 1998-

Minister Bradshaw introduced amendments to Part II (Occupational Health and Safety) of the *Canada Labour Code*, participated in the review process designed to modernize Part III (Labour Standards) of the *Code*, and announced the reinstatement of fair wage schedules under the *Fair Wages*

and Hours of Labour Act. During her time as Minister of Labour, Canada ratified the International Labour Organization's Convention 182 on the Elimination of the Worst Forms of Child Labour. Bradshaw also had the distinction of being the minister during the 100th anniversary of the Labour Program.

by: J.P. Surette
Labour Communications

Deputy Ministers of Labour

"Celebrating 100 Years of Working Together"



William Lyon Mackenzie King – 1900-1908

The Department of Labour was created by the *Conciliation Act* of 1900. That same year, Mackenzie King was named deputy minister and he was largely responsible for developing key legislation, including the *Industrial Disputes Act* of 1902, the *Railway Labour Disputes Act* of 1903 and the *Industrial Disputes Investigation Act* of 1907. King was also the first editor of the *Labour Gazette*. In 1908, he resigned his position as deputy minister to enter the House of Commons. The following year, he entered cabinet as the first Minister of Labour when the Department of Labour was established as a separate Cabinet portfolio.



F.A. Acland – 1908-1923

Deputy minister for a span of 15 years, Acland holds the distinction of enjoying the longest term of any federal deputy minister of Labour. Under his guidance, a directory of *Labour Organizations in Canada* was published for the first time in 1911. Acland also played a role in drawing up the *Combines Investigation Act* of 1910 and the *Employment Services Co-ordination Act* of 1918, which helped facilitate the establishment of employment offices across Canada.



Howard H. Ward – 1923-1934

Ward served under six Ministers of Labour. An enormous challenge of Ward's term was the economic and social fallout from the Great Depression of the 1930s, which shaped government policy for years to come. Legislation passed included the *Technical Education Extension Act* of 1929, the *Fair Wages and Eight-Hour Day Act* of 1930, the *Unemployment Relief Act* of 1930, and the *Vocational Education Act* of 1931. Personally, Ward considered the passage of the *Old Age Pensions Act* of 1927 as one of the highlights of his term.



William Murray Dickson – 1934-1940

War clouds were gathering during Dickson's time as deputy minister. His administration saw the passage of the *Youth Training Act* in 1939, designed to help alleviate unemployment in Canada, and the passage of the *Fair Wages and Hours of Labour Act* of 1935 which replaced the legislation of 1930. In his writings, Dickson underscored the important role played by the conciliation service in its efforts to promote industrial peace.



Bryce Morrison Stewart – 1940-1942

War-related commitments occupied much of Stewart's time, and the Department was responsible for everything from civilian mobilization for the war effort to obtaining a record and skills inventory of the entire working population. The National Selective Service of the Department of Labour handled these huge responsibilities, directing the maximum number of available workers into essential war industries.



Arthur James McNamara – 1943-1953

McNamara's two major tasks upon appointment were the continuation of manpower mobilization efforts for the war and the maintenance of industrial peace. By 1945, the Department of Labour had clearly become a superministry. In addition to its seven main branches, the department included nearly a dozen boards and commissions and an equal number of specialized divisions. Responsibilities included everything from daycare for children and employment services to government annuities for senior citizens. In 1946, an International Labour Affairs Branch was established in the Department of Labour to give full-time attention to the responsibilities arising out of Canada's ILO membership.

Deputy Ministers of Labour (Cont'd)



**Arthur Huntingdon Brown –
1953-1961**

Two highlights of Brown's term included the establishment of the Women's Bureau in September 1954 and the passage of the *Fair Employment Practices Act* of 1953. The *Act* made discrimination by reason of race, national origin, colour or religion illegal in the federal jurisdiction.

Additional duties included the administration of the *Annual Vacations Act*, 1958, which set two weeks of paid vacation per year as the minimum for full-time employees in the federal jurisdiction.



**Dr. George Vickers Haythorne –
1961-1968**

During Haythorne's tenure, significant legislation dealing with the *Canada Labour* (Standards) *Code*, the *Canada Labour* (Safety) *Code* and the *Fair Wages and Hours of Labour Act* came into force. In 1966, due to changes in the Canadian economy, the government

decided to realign its manpower programs and services and four important branches related to employment services and training were transferred to the new Department of Manpower and Immigration.



**James Douglas Love –
1968-1971**

From the spring of 1968 to 1969, Labour Canada was a very busy department. More disputes were referred to and settled by conciliation officers than in any other year since the inception of the *Industrial Relations and Disputes Investigation Act* in

1948. Fittingly, he was a strong proponent and participant in preventive mediation. With Love at the helm, the Department of Labour also took the lead in developing a program for the celebration of the 50th Anniversary of the International Labour Organization. The celebrations took place in Canada in 1969 and culminated in the launch of a commemorative ILO stamp by the Post Office.



Bernard Wilson – 1971-1973

Serving with the Department of Labour since 1939, Wilson was regarded as a knowledgeable, plain talking "master" mediator with an admirable track record in settling disputes. Wilson helped update the industrial relations provisions of the *Canada Labour Code* before retiring in 1974.



Tom Eberlee – 1974-1982

A former journalist, Eberlee, at the age of 35, held the distinction of being the youngest deputy minister of Labour in Ontario's history, before accepting the job of federal Deputy Minister of Labour. A strong supporter of collective bargaining, human rights, and the improvement of minimum labour

standards, a most significant task was Eberlee's role in the restructuring of Labour Canada in 1975.



Mark Daniels – 1982-1985

Daniels was a player in the major package of amendments made to all parts of the *Canada Labour Code* in 1984. It was the first set of amendments made to the *Code* since the legislation came into force in the mid 1960s. The proposals included extended child-care leave, strengthened safety and health

provisions, and improved provisions for the conduct of labour relations.



Jennifer McQueen – 1985-1990

As deputy minister, McQueen oversaw the transfer of the office of the Fire Commissioner of Canada from the Department of Public Works to Labour Canada. Among other things, the Fire Commissioner was responsible for fire safety services in the federal public service. In addition, the Bureau of

Labour Information received an Award of Excellence from the Auditor-General of Canada for superior performance and valuable contribution as a service to the public in 1988.

Deputy Ministers of Labour (Cont'd)



Raymond Protti – 1990-1991

One of Protti's major career highlights occurred during the years 1989 and 1990, when the Coal Mining Safety Commission for the Cape Breton Development Corporation's coal mining operations was created. The tripartite commission, unique in Canada, allowed for the more efficient operation of the mines while ensuring the health and safety of workers.



Gerald Capello – 1991-1993

Capello was Labour Canada's last deputy minister before the merger with Human Resources Development Canada. As well as tending to his many duties as deputy minister, Capello was involved in plans to modernize Part III (Labour Standards) of the *Canada Labour Code*.

Assistant Deputy Ministers of Labour

With the merger of Labour into Human Resources Development Canada, the position previously titled deputy minister of Labour Canada became assistant deputy minister of the Labour Program



Michael McDermott – 1993-1994

During his numerous years with the Department of Labour, McDermott held several key positions including director general of both Policy and the Federal Mediation and Conciliation Service. McDermott was appointed assistant deputy minister in 1993. His substantial contribution to the

consultative and legislative process that lead to comprehensive amendments to Part I (Industrial Relations) of the *Canada Labour Code* was a major career milestone in a notable career.



Nicole Senécal – 1996-1998

Senécal focussed much of her energies on employee relations and morale during the consolidation of HRDC. During her tenure, the report entitled, *Collective Reflection on the Changing Workplace*, was issued. The report dealt with some of the major dimensions of recent workplace changes produced

by globalization, computerization and changing labour market institutions.



James Lahey – 1994-1995

After a three-year stint as head of Policy at the Department of Labour, Lahey was promoted to assistant deputy minister of the Labour Program, HRDC. Lahey's primary focus at the time was the integration of Labour Canada into the new superministry. Maintaining ties to stakeholders and dealing with employee expectations were key goals.



Warren Edmondson – 1998-

Edmondson is widely regarded as one of Canada's leading experts in industrial relations and mediation. Edmondson had been the director general of the Federal Mediation and Conciliation Service since 1990. During Edmondson's time as assistant deputy minister, amendments to Part I (Industrial Relations) and Part II

(Occupational Health and Safety) of the *Canada Labour Code* were promulgated. In addition, the reinstatement of fair wage schedules under the *Fair Wages and Hours of Labour Act* took place. Edmondson holds the honour of being assistant deputy minister during the celebrations of Labour's 100th anniversary.

by: J.P. Surette
Labour Communications

Mediators and Conciliators Helping Canadians

"Past and Present"



Reproduced with the permission of *Fernand R. Leduc*

Staff Mediators, Federal Mediation and Conciliation Service, May 1999

Front row, left to right: *Barry Shaw, Ron Kervin, Elizabeth MacPherson, Sheri King, Mike Collins,*
Back row, left to right: *Jacques Lessard, Arnold Powers, Tom Hodges, Denis Howe, Murray Keans, Tom Dinan, Carl Gareau*
Missing: *Warren Edmondson, Bill Lewis, Martine Goyette, Linda Ringwood, Guy Lalonde.*

In 2000, three new mediators were hired: *Paul Macdonell, François Nadeau and Jennifer Webster.*

F.A. Ackland
1908-1923

F.J. Ainsborough
1942-1963

Marcel Archambault
1971-1977

F.J. Armstrong
1941-1941

W.H. Armstrong
1917-1921

Henry Bartenbach
1974-1986

Darwin Benson
1981-

Théo Bertrand
1917-1928

Jim Breckenridge
1980-1992

Gerald H. Brown
1914-1929

D.T. Bulger
1917-1925

Doug Cameron
1967-1977

M.S. Campbell
1927-1941

M.K. ("Mac") Carson
1972-1989

D.T. Cochrane
1953-1969

Michael Collins
1974-

Edgar Compton
1913-1928

André Courchesne
1988-1994

Don Crabbe
1976-1981

George R. Currie
1942-1964

Guy De Merlis
1977-1986

James DeYoung
1982-1992

Thomas Dinan
1997-

William Dodd
1977-1979

Mediators and Conciliators Helping Canadians (Cont'd)

| | | |
|------------------------------------|-----------------------------------|-------------------------------------|
| R.G. Dorion 1970-1972 | Joe W. Gillies 1964-1990 | Sheri King 1995- |
| G.R. Doucet 1968-1987 | Clark M. Gilmour 1966-1968 | J.R. Kinley 1951-1951 |
| André Drouin 1981-1989 | Martine Goyette 1999- | Beryl Kirk 1978-1984 |
| Victor Dubreuil 1912-1915 | Herbert D. Grant 1980-1988 | A.E. Koppel 1966-1977 |
| William Dunn 1944-1948 | R. Nat Grey 1968-1974 | Frank Lafortune 1943-1944 |
| Rémi Duquette 1955-1962 | J.S. Gunn 1953-1970 | Guy Lalonde 1996-2000 |
| Warren Edmondson 1987- | Fredrick E. Harrison 1916-1946 | C. Lamarche 1982-1983 |
| Sydney Emmerson 1965-1966 | Tom Hodges 1992- | R.F. ("Bob") Langford 1971-1973 |
| Louis Fine 1944-1945 | H.S. Hood 1913-1916 | Jacques Lessard 1997- |
| Horace Fisher 1968-1979 | Ronald H. Hooper 1943-1954 | William Lewis 1982- |
| George Fenwick 1944-1946 | Denis Howe 1982- | J.J. de Gaspé Loranger 1972-1975 |
| R.L. Fournier 1965-1968 | Kenneth Hulse 1968-1985 | Allen MacDonald 1943-1946 |
| A.A. ("Bud") Franklin 1969-1976 | James Hutcheon 1943-1947 | Archie MacDonald 1976-1980 |
| W. Fraser 1946-1946 | H.S. Johnston 1941-1948 | Paul Macdonell 2000- |
| C. Arthur Frey 1965-1965 | Murray Keans 1995- | J.L. MacDougall 1942-1952 |
| Maurice Gagné 1982-1986 | William P. Kelly 1967-1989 | W.L. MacKenzie-King 1900-1908 |
| Carl Gareau 1990- | Ron Kervin 1970-2000 | F. MacKinnon 1944-1945 |
| Arthur R. Gibbons 1972-1978 | William D. Killins 1912-1925 | M.M. MacLean 1942-1952 |

Mediators and Conciliators Helping Canadians (Cont'd)

| | | |
|---|-----------------------------------|------------------------------------|
| Arthur MacNamara 1943-1953 | R.L. O'Neill 1949-1955 | Michael Sinclair 1975-1978 |
| Elizabeth MacPherson 1978-1994; 1999- | S.T. Payne 1969-1977 | P.J. Sutherland 1943-1948 |
| Albert Maisonneuve 1980-1998 | Liguori Pepin 1942-1953 | Rock St-Hilaire 1978-1998 |
| T.W. Marin 1928 | Harold Perkins 1944-1953 | Yvon St. Onge 1976-1979 |
| J.S. McCullagh 1940-1947 | Horace R. Pettigrove 1941-1967 | Akivah Starkman 1996-1998 |
| Michael A. McDermott 1986-1994 | Charles Poirier 1951-1970 | W.L. Taylor 1953-1955 |
| J.D. McNiven 1911-1917 | Arnold Powers 1994- | Ron A. Tennant 1975-1985 |
| T. Bruce McRae 1960-1979 | G.H. Purvis 1959-1965 | Claire Tremblay 1990-1998 |
| J.D. Meredith 1965-1967 | E. McG. Quirk 1921-1928 | Raoul F.X. Trepannier 1941-1957 |
| Cyprien Miron 1943-1944 | Vince Ready 1979 | Donald S. Tysoe 1942-1975 |
| Graham Mitchell 1986-1992 | Linda Ringwood 1987- | Len Waller 1976-1986 |
| Allan A. Morrow 1978-1980 | George W. Rogers 1971-1976 | Jennifer Webster 2000- |
| James Murdock 1921-1925 | Bernard K.C. Rose 1943-1946 | Thomas Williams 1945-1948 |
| François Nadeau 2000- | C.W. Rump 1943-1946 | Bernard Wilson 1948-1956 |
| J.P. Nicol 1942-1948 | Barry Shaw 1981- | Jack Wynter 1982-1991 |
| Charlie A. Ogden 1969-1985 | David Shepherdson 1995-1996 | |

IN HONOUR OF AN ICON: SENATOR H. CARL GOLDBERG

Andre Pierre



Senator H. Carl Goldberg*

On November 10th of 2000, the School of Industrial Relations, Industrial Relations Centre, and Archives of Queen's University honoured the lifetime of achievement and contributions to public life of Senator H. Carl Goldberg and the generous donation of the H. Carl Goldberg Papers to Queen's. The Queen's Industrial Relations Centre sponsored a permanent display of materials drawn from the Goldenberg Collection, and the School of Industrial Relations and Industrial Relations Centre have established the H. Carl Goldenberg Scholarship in Industrial Relations. Professor Richard Chaykowski of Queen's noted that "Senator Carl Goldenberg's stature in Canadian industrial relations is likely unparalleled and his legacy in public life stands as source of immense inspiration to students and practitioners of labour relations. Queen's recognition of his outstanding contributions to industrial relations coincides well with the celebration of the 100th Anniversary of Labour in Canada."

H. Carl Goldenberg was born in Montreal on October 20, 1907, the son of Jewish immigrant parents. He was educated in the public school system in Montréal and at McGill University. He received his B.A., in 1928, as gold medallist in economics, his M.A. in 1929, his B.C.L. in 1932, also as gold medallist, and was called to the Bar of Quebec in 1932.

During his early years of law practice, Goldenberg lectured, part-time, in economics at McGill, having been invited by his old professor, Stephen Leacock, who was then chairman of the Economics Department. Goldenberg published his first book, *The Law of Delicts under the Civil Code of Quebec*, in 1935. This was used as a text on torts in Quebec for many years.

It was by virtue of his reputation as a McGill economist that the Dominion Conference of Mayors (now the Canadian Federation of Mayors and Municipalities) retained him, in 1936, to present a brief to the federal government on unemployment relief policy and financing. This led eventually to further appointments in the area of municipal finance and organization and to his first experience with dispute resolution, an activity that occupied such a significant part of his professional career in later years.

In 1937, the Mayor of Montreal, Camillien Houde, who knew him from his work for the Conference of Mayors, appointed him to arbitrate a dispute between Montreal news dealers and the distributors of American publications. Later in the same year, Goldenberg was appointed advisor on municipal finance to the Royal Commission on Dominion-Provincial Relations

("the Rowell-Sirois Commission"). He was author of one of the special studies for that Commission: *Municipal Finance in Canada* (1939).

In 1938, at the age of thirty, he was appointed Chairman of a Royal Commission on the Finances and Administration of the City of Winnipeg. This made him the youngest royal commissioner ever appointed in Canada. Following his report on Winnipeg, he was appointed Commissioner to inquire into the operation of government commercial enterprises in Manitoba. His report recommended the reorganization of the Manitoba telephone system, power commission and liquor board, all publicly owned utilities. In 1940, Goldenberg was appointed an advisor to a Royal Commission on Taxation in Quebec. In the same year, he was named chairman of a Provincial Board of Arbitration to write a collective agreement in the women's apparel industry in Quebec. Later he became permanent arbitrator in both the women's and men's garment industries.

Goldenberg joined the Canadian government's War Organization in 1940 at the invitation of the Honourable C.D. Howe, Minister of Munitions and Supply. He spent the war years as Director General of the Economics and Statistics Branch of the Department of Munitions and Supply. In that capacity, he also served as a member of the War Production Board, a member of the National Selective Service Advisory Board and as Chairman of a Manpower Committee to plan the transfer of men to the armed forces in a way that would interfere least with war production, while assuring the armed forces an adequate supply of manpower. He

* Reproduced from the Labour Gazette - January 1975

also served as Chairman of the Industrial Production Cooperation Board whose purpose was to improve war production through better labour-management relations. He was instrumental, in that capacity, in establishing labour-management committees in the major war industries. Goldenberg was executive assistant to the Chairman of the Canadian section of the Joint War Production Committee of Canada and the U.S.A., established after the Hyde Park Agreement in 1941 to coordinate war production between the two countries. In 1943 he flew to London as representative of the Minister of Munitions and Supply for meetings on war production with officials of the British government.

Later in the same year, the employees of the Montreal Tramways Company went on strike. That strike created a serious threat to war production with workers in war industries deprived of public transportation. When it appeared that the strike might close war plants, Goldenberg was sent to Montreal to deal with the dispute. After sixteen hours of continuous negotiations from noon one day to 4:00 a.m. the following morning, Goldenberg succeeded in settling the strike. This was the first of the major labour disputes he would be called upon to settle in the course of a long and distinguished career.

In 1944 Goldenberg was advisor to the Canadian Government delegation to a conference of the International Labour Organization, being held in Philadelphia. The following year he was appointed Labour Advisor to C.D. Howe who, by that time, occupied the new portfolio of Minister of Reconstruction.

Goldenberg was awarded the Order of the British Empire in recognition of his services to the war effort.

Following the war, he returned to his law office in Montreal, where he resumed and expanded his many faceted career in areas as diverse as public finance, municipal organization, federal-provincial-municipal relations, constitutional law and labour relations. His contributions in those areas were recognized by appointment to the Order of Canada in its first honours list (1967). He was also the recipient, in subsequent years, of honorary degrees from six universities in Canada, including a much-appreciated L.L.D. from Queen's.

In 1946 Goldenberg began a long series of government appointments that would continue for much of the rest of his life. These appointments covered a broad range of activities, in addition to his work in mediation and arbitration for which he is perhaps best known.

He was a Royal Commissioner on Provincial-Municipal Relations in British Columbia (1946-1947), Special Commissioner under the federal Combines Act to investigate an alleged combine in the Bread Baking Industry in Western Canada (1948) and in the Wire and Cable Industry (1952-1953). He acted as Special Counsel for British Columbia (1950-1956), for New Brunswick (1960-1961) and for Newfoundland (1957-1965) at federal-provincial conferences. He was Counsel to the government of Newfoundland on the Revision of the Financial Terms of Union with Canada (1954-1958), was a Commissioner on Municipal Taxation in Winnipeg (1957-1958), Vice-Chairman of the Quebec Royal Commission of Inquiry into Provincial, Municipal and School Board Sources of Revenue (1963-1965) and Vice-Chairman of the Quebec Economic Advisory Council (1962-1968). He was Royal Commissioner on Metropolitan Toronto (1963-1965), on Metropolitan Saint John, New Brunswick (1963), Greater Fredericton, New Brunswick (1970-1971) and Greater Moncton, New Brunswick (1970-1971). He served as Chairman of the Tri-Level Conferences of Federal, Provincial and Municipal Governments (1972 and 1973) and as Chairman of the first National Conference on Multiculturalism (1973). He was Special Counsel to the Royal Commission on the Economic Union and Development Prospects of Canada (1983-1985).

As for his work in labour relations, for which Queen's is establishing a scholarship in his memory, Goldenberg probably settled more strikes, through mediation or arbitration (most by government appointment, others by invitation of the parties) and conducted more public inquiries into problem areas of labour relations, than any other Canadian during the period of his active career.

He settled the Great Lakes Shipping Strike, as a Federal Commissioner (1956), was Chairman of an Industrial Inquiry Commission on construction industry strikes in Vancouver (1958), was Royal Commissioner on Labour-Management Relations in the Construction Industry of Ontario (1961-1962) and settled the year-old Royal York Hotel Strike in Toronto (1962). He was

Arbitrator in the Ontario Hydro Employees' Dispute (1962), Federal Mediator in a national railway strike (1966), settled a national strike in the meat-packing industry (1966) and a strike at Sydney Steel Corporation in Nova Scotia (1972).

In response to serious unrest in the Postal Service, the federal government appointed him Royal Commissioner to inquire into Mail Transportation (1970). He was appointed Mediator in the Manitoba Hydro Employees' dispute (1973), Arbitrator in the Newfoundland Hospital Employees' Strike (1973), Chairman of the Board of Arbitration in the Windsor Ontario separate school teachers' dispute (1974), Arbitrator in the Toronto Transit Commission Employees' strike (1974). He was Arbitrator in the University of Manitoba Faculty Association dispute (1976), settled the Vanier College Teachers' strike (1978) and arbitrated the Acadia University Faculty Association salaries (1979). He was Arbitrator of Metropolitan Toronto Police Force Salaries (1984), Conciliation Commissioner, Air Canada and Machinists Negotiations (1985), Conciliation Commissioner, Canadian Broadcasting Corporation and National Association of Broadcast Employees (1986). His last major appointment in a labour dispute was as Chairman of a Conciliation Board under the Government Services Resumption Act re the Hospital Services Group, Public Service Alliance and Treasury Board of Canada (1990).

In addition to his various appointments in Canada, Goldenberg was appointed Chairman of a Commission of Inquiry into strikes in the Sugar Industry of Jamaica (1959) and of Trinidad (1960 and 1962).

Another significant contribution to labour relations was his co-edited volume on *Construction Industry Labour Relations*, published in 1968. The study was undertaken at the invitation of the Canadian Construction Association, as its Centennial Project. Goldenberg accepted the invitation on condition that the work be published simultaneously in English and in French.

Goldenberg won the respect of both sides for his fairness and integrity in his work in labour-management relations. His judgment and fairness were recognized further by the Canadian Labour Congress when it appointed him arbitrator of jurisdictional disputes between its own affiliates, with the title of Umpire of Jurisdictional Disputes. He served in this capacity from the formation of the Canadian Labour Congress until the end of his active career.

Goldenberg always enjoyed his university associations and served for many years as a member of the Board of Governors of McGill University, later named Governor Emeritus, and as a member of the Advisory Committee of the Centre for Research in Public Law, University of Montreal.

He was appointed to the Senate of Canada on November 3, 1971 by the then Prime Minister, Pierre Elliott Trudeau. He had been Special Counsel on the Constitution to Prime Minister Trudeau from 1968 to 1971 and for some time earlier when Trudeau was Minister of Justice. Goldenberg participated actively in the Senate proceedings. He was Chairman of the Standing Committee on Legal and Constitutional Affairs for most of his time in the Senate and a member of the Joint Senate and House of Commons Committee on the Constitution in 1981-1982. He retired from the Senate on October 20, 1982, at the statutory retirement age of seventy-five.

Carl Goldenberg was called upon for his expertise and advice by federal Prime Ministers and provincial premiers, beginning in the time of Mackenzie King and continuing throughout his career. The words of Prime Minister Chrétien, on the occasion of Goldenberg's death (July 22, 1996) summarize his life work and his contribution to the people of Canada:

"I will remember him as a brilliant man with a remarkable command of wide-ranging policy issues. He was an eminent lawyer, a respected senator, a noted constitutional expert, and one of Canada's leading labour conciliators who helped to settle some of the most difficult labour disputes across the country. He was a modest and unassuming man, but always very articulate and persuasive. Above all, he was deeply committed to public service and to Canada."

THE EVOLUTION OF INDUSTRIAL RELATIONS IN CANADA OVER THE PAST 25 YEARS: STABILITY IN THE FACE OF CHANGE

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The evolution of labour legislation in Canada over the past 100 years has been rapid. In contrast to the centralized system of industrial relations in the United States, Canada's labour law and legislative changes have predominantly been made at the provincial level.

Roughly 6 per cent, or 700,000, of Canada's employees fall under the auspices of federal regulation.¹ It is not surprising, therefore, that labour legislation at the federal level is often precipitated by legislative experimentation in various provinces, where the smaller number of actors in the decision-making process has enabled frequent reforms in Canada and greater ease in achieving consensus. The purpose of this paper is to trace the evolution of federal labour legislation over the past 25 years.² The analysis will be focused upon changes made to Part I of the Canada Labour Code, hereafter referred to as the Code, during this time period.³ The events that led to these reforms, as well as the procedural changes that affected the industrial relations climate, will be examined and placed in context with similar legislation that exists within the individual provinces. While the essay's intent is to convey the major changes since 1975, it is important to briefly summarize some key events that occurred immediately prior to this departure point in order to fully understand the foundation from which federal labour legislation evolved over the past quarter century.

The Woods Report

Canadian Industrial Relations: The Report of the Task Force on Labour Relations, commonly known as the Woods Report, laid the foundation for some of the changes in the Code that have occurred over the past 25 years. Released by the Privy Council Office in December 1968, the Woods Report's mandate was to, "...examine industrial relations in Canada and to

make recommendations to the government with respect to public policy and labour legislation and on such other matters as were considered relevant to the public interest in industrial relations in Canada." (*Canadian Industrial Relations*, 1968: iii)

The Woods Report represented the first in-depth study of Canadian labour-management relations. It attempted to prescribe labour practices and legislative propositions that would better serve all industries in Canada. A number of provinces adopted legislation that was directly derived from the Report. As Paul Weiler commented in 1980:

"Since that report [the Woods Report] was released in 1968, there has been an explosion of labour law reform right across the country, both in Parliament and in the 10 provinces. Each jurisdiction has been able to try out those innovations that seemed to fit with the character of its industries, the complexion of its workforce, and the spectrum of its political allegiances." (Weiler 1980: 11)

The federal government relied heavily upon Woods Report considerations when making changes to the Code in 1972 and subsequently. All-encompassing in subject area, the Woods Report recommendations that are pertinent to individual Code reforms will be singled out and explained to acknowledge the origins of development of federal labour legislation during our reference period.

The 1972 Code Reforms

In 1967, the *Canadian Labour Code*, an Act consolidating the federal labour statutes, was enacted. Major amendments to Part V of the Code were made in 1972, replacing the *Industrial Relations and Disputes Investigations Act 1948*, to reflect modern

¹ To compare, the United States federal government has jurisdiction over an estimated 70 per cent of the American labour force.

² For an account of labour reform for the 1900-1975 period, see Craig and Soloman (1996); Gunderson and Ponak (1995); *Seeking a Balance* (1996).

³ The industrial relations provisions originally appeared in Part V of the Code. In the general statute revision of 1985, Part V became Part I; for the purposes of this essay, Part V will be referred to as Part I, or simply the Code.

trends in industrial relations. This marked the first time in 24 years that federal labour relations legislation had been revised.

The 1972 reforms were far-reaching in their scope.⁴ Some of the major changes included:

- the establishment of bargaining rights via voluntary recognition, as well as through the previous method of certification. Procedural mechanisms were also included to stipulate the functional process(es) of this change.
- a provision to ensure a necessity for parties to bargain in good faith.
- a provision that made arbitration decisions final. Arbitrators were also given the power to vary a disciplinary penalty.
- the establishment of a full-time, non-representational Canada Labour Relations Board with jurisdiction over numerous areas of industrial relations at the federal level. Some new duties included jurisdiction over unfair labour practice complaints and the ability to decide upon technological change disputes.

This list is by no means exhaustive in regards to the full scope of the amendments. Virtually all of the 1972 reforms derived from recommendations in the Woods Report; such a comprehensive analysis of labour policy was not again conducted in the federal jurisdiction until the Sims Report of 1996. However, over the intervening years, a number of amendments were introduced into the *Code* at semi-regular intervals. Description of these amendments follows.

Duty of Fair Representation

The original version of the current section 37 was introduced in 1978 and was subsequently modified in 1984 to restrict its scope of application. The federal duty of fair representation provision currently reads as follows:

A trade union or representative of a trade union that is the bargaining agent for a bargaining unit shall not act in a manner that is arbitrary,

discriminatory or in bad faith in the representation of any of the employees in the unit with respect to their rights under the collective agreement that is applicable to them.

The purpose of the clause is to ensure that all employees in a bargaining unit receive fair treatment from the certified bargaining agent, whether or not they are union members. Prior to the federal amendment, three provinces had explicit duty of fair representation clauses in their legislative framework: British Columbia, Ontario and Quebec. All three provinces adopted these provisions after the Woods Report was released. The Report argued convincingly for the specific inclusion of duty of fair representation within labour legislation:

Another troublesome issue concerns the relative rights of the collectivity and of the individuals in the negotiation and administration of a collective agreement. The problem can best be illustrated in relation to the individual member's right of access to the grievance procedure and to arbitration. Normally such access is controlled by the union, and this is as it must be if collective bargaining is not to be undermined. Yet the union should be expected to exercise this discretionary power in a fair and impartial manner if it is not to have arbitrary control over its members. This suggests that a union should be able to show that it acts in good faith whenever it chooses not to pursue a member's grievance or to pursue another one contrary to its interests. This must be the limit to any concept of fair representation if responsible collective decision making within and between union and management is not to be jeopardized.

(*Canadian Industrial Relations*, 1968:104)

Since the 1978 *Code* amendment, four other provinces have added duty of fair representation clauses into their respective legislation: Alberta, Manitoba, Newfoundland and Saskatchewan.⁵ The absence of such clauses does not necessarily result in decreased access to arbitration and the grievance procedure. Rather, the jurisprudence suggests that in the absence of duty clauses, the courts can rely upon the common law doctrine of natural justice to resolve such complaints; the two underlying principles of natural justice being the rule against bias and the right to a

⁴ See Adams (2000) and articles contained within the *Labour Gazette Anniversary Issue-1975* for a detailed account of all amendments.

⁵ It should be noted that for labour relations purposes, Nunavut, Yukon and the Northwest Territories are subject to the provisions of Part I of the *Canada Labour Code*.

fair hearing. However, the inclusion of a definitive duty of fair representation provision in a labour relations statute ensures ready access to a specialized complaint mechanism (i.e., a labour relations tribunal) rather than remedy through the courts.

The labour and management reaction to the inclusion of duty of fair representation into the *Code* was mixed. The labour movement viewed the incorporation as unnecessary and also somewhat anti-union if the duty of fair representation clause was not coupled with a mandatory dues check-off provision. As the Canadian Labour Congress lamented:

"This duty of fair representation clause is a typical example of describing legal duties of trade unions without giving them the material means of carrying them out at the same time. These duties of fair representation have already been established before arbitration boards and the courts. They have been practiced by the trade unions, without obtaining material compensation for services rendered to members of bargaining units who do not pay any affiliation fees to the trade unions concerned. We strongly feel that the members of a bargaining unit who are not trade unionists should pay a compensation fee to the trade union which is defending their interests." (LMI No.8, 1978: 8A:16)

Employer reaction centred on a concern that there would be an increase in the incidence of cases with little merit; it should be noted that the labour movement echoed this sentiment. Such an occurrence would affect the efficiency and balance of the union/management relationship. Similar concerns had been raised a decade earlier in the United States, when duty of fair representation was adopted in American jurisprudence. It was feared that:

"Undue costs would be visited upon the parties by an irresponsible rank-and-file arbitrating useless or "frivolous" claims. There are some who would argue that granting individual rights would just open the door to cranks or frank anti-union forces who would use the opportunity to bankrupt the union, destroy the grievance procedure or gain support for a rival minority union or a company union." (Kroner, 1978; in Muthuchidambaram 1980: 4).

Imposition of First Collective Agreements

Section 80 (1) of the *Code* provides that where parties negotiating a first collective agreement fail to reach a

settlement and have fulfilled all legal requirements for a strike or lockout, the Minister of Labour has the discretion to direct the Canada Labour Relations Board to inquire into the dispute. After such inquiry, if the Board deems unwarranted, it has the authority to settle the terms and conditions of the first collective agreement between the parties. This provision was introduced into the *Code* in 1978, at the same time as the previously mentioned duty of fair representation clause. Originally, the length of the imposed agreement was one year; however, recent amendments have extended the permissible duration to two years.

The template for this provision was the adoption of comparable legislation in British Columbia in 1973. On one front, British Columbia's early experience did not paint a rosy picture for this type of legislation, as virtually all of the cases in which first agreements were imposed resulted in the union being decertified shortly thereafter. This phenomenon led Paul Weiler, Chairman of the British Columbia Labour Relations Board at the time and a key actor in the drafting of the British Columbia legislation, to comment:

"These bargaining units tended to be small, employee turnover was high, the union was not able to retain or to rebuild its support, and the employer remained hostile throughout the entire experience. I now believe that special conditions are needed if first-contract arbitration is to be able to preserve long-range collective bargaining against the efforts of a recalcitrant employer. The unit must be fairly sizable, the union must retain a solid core of supporters who can act as an inside unit committee, and there should be a two-year agreement in which to engage in visible administration of the contract (that is grieving discharges, seniority cases, and the like) in order to demonstrate the value of collective bargaining in action. Only in this way will the union have the footing it needs to survive the expiry of the first contract, when it must negotiate a renewal on its own." (Weiler, 1980:54)

A major benefit for the British Columbia experience was the effectiveness of this legislation as a preventive tool; very few agreements were imposed by the British Columbia Board during the initial years following its inclusion. This is the effect that the policy makers were hoping for, as the intention of this legislation was twofold: to lessen the number of first-contract confrontations and to prevent employers from refusing to bargain in good faith. The Honourable John Munro, federal Minister of Labour during the 1978 *Code*

amendments, summed up the reasoning behind the new federal legislation in a statement before the Standing Committee on Labour:

"The Canada Labour Relations Board certifies the employees as a bargaining unit for collective bargaining purposes. Then they go to negotiate with the employer, and it is spun out and spun out and spun out and spun out, and no collective agreement is ever signed. Both sides charge each other with bargaining in bad faith, and so on. There are motions and applications before the Canada Labour Relations Board. It still spins out and, before you know it, the whole thing dies. The employees have moved and finally given up, and so on. This has happened innumerable times."
(LMI No.2, 1978: 2:22)

It is not surprising that organized labour was in favour of imposed first collective agreement legislation, as it provides a mechanism to deal with vehemently anti-union employers. The Canadian Labour Congress applauded the legislation; however, it did interject that either party should be able to request such action, rather than leaving it to ministerial discretion. Conversely, the employers held the new legislation in extremely low regard. They asserted that the new amendment "undermined the basic principles of collective bargaining" (Muthuchidambaram, 1979). Furthermore, employers' groups charged that the new

clause would inevitably lead to a scenario whereby all first agreement situations would result in compulsory arbitration due to the fact that there would be no incentive to bargain. This conviction has not been evidenced, in fact, the opposite effect has taken place. The table below shows the low frequency of application.

Currently seven provinces have provisions for settlement of a first collective agreement contained in their legislation: British Columbia (1973), Quebec (1977), Manitoba (1982), Newfoundland (1985), Ontario (1986), Saskatchewan (1994) and Prince Edward Island (1994).⁶

Mandatory Union Dues Check-Off

The provision for the compulsory check-off of union dues was introduced into the *Code* in 1984 (section 70(1)). It stipulates that the employer is required to deduct an amount equal to union dues from the pay cheque of every member of the bargaining unit, whether or not the worker is a member of the union. This amendment is based upon the now-famous 1946 United Auto Workers-Ford Motor Company arbitration decision by Ivan C. Rand, the Chief Justice of the Supreme Court of Canada. He decided that while workers in a bargaining unit should not be required to join the union, the payment of dues should be mandatory. This rationale came to be known as the "Rand formula", which in its pure form is contained in some 34 per cent of major collective agreements.⁷

Number of First Agreements Referred to and Imposed by the Canada Industrial Relations Board*

| <u>Calendar year</u> | <u>Number of ministerial referrals to the Board</u> | <u>Number of agreements imposed by the Board</u> |
|----------------------|---|--|
| 1978-1982 | 15 | 6 |
| 1983-1987 | 5 | 5 |
| 1988-1992 | 1 | 0 |
| 1993-1997 | 1 | 0 |
| 1998-2000 | 0 | 0 |
| Total | 22 | 11 |

* Previously named the Canada Labour Relations Board. The Board was renamed the Canada Industrial Relations Board in the 1999 *Code* amendments.

Source: Canada Industrial Relations Board.

⁶ Prince Edward Island legislation not yet in force.

⁷ According to the Workplace Information Directorate Database, in 2000 90 per cent of all unionized workers were covered by collective agreements that contained some form of union dues check-off clause.

Despite the high incidence of inclusion of the Rand formula in Canadian collective agreements, a specific dues check-off provision is still absent from the legislation of four provinces: Alberta, New Brunswick, Nova Scotia and Prince Edward Island.⁸ It is noteworthy that all provincial jurisdictions have legislation that requires an employer to deduct union dues from an employee's wages at the written request of the employee.

The inclusion of a check-off clause in the *Code* was applauded by the labour movement, which had been lobbying government for such a provision for a number of years. They felt that since the statute required them to represent all employees in a bargaining unit, it was only fair that all employees should contribute to the cost of negotiating and administering the collective agreement. The only exception to this principle is an exemption on religious or conscientious grounds. Examples are recognized in the federal jurisdiction and five of the provinces (British Columbia, Alberta, Manitoba, Saskatchewan and Ontario).⁹

Employers objected to the 1984 amendment on the grounds that increased administrative costs would be incurred. They also supported the conviction of various individuals and right-wing groups that the imposition of a mandatory dues check-off was in violation of the Charter's guarantee of freedoms of expression and association. The 1986 Supreme Court of Canada decision in *Lavigne v. Ontario Public Service Employees Union* conclusively ended this debate.¹⁰

In the *Lavigne* case, a majority (four of seven judges) held that the Rand formula was not inconsistent with the Charter's guarantees of freedom of association and expression. While the minority did view the formula as an infringement upon the guarantee of free association, it found that this infringement could be justified as a reasonable limit under section 1.

The 1999 Reforms

The 1999 *Code* changes represented the largest single reform of labour legislation undertaken by the Canadian government since 1972, the full effects of which remain to be seen. Like the Woods Report's influence on the

1972 *Code* changes, the 1996 Sims Task Force Report, entitled *Seeking a Balance*, had a substantial impact on the content of the 1999 amendments. Following is a general summary of the major *Code* changes that came into effect on January 1, 1999.

Administration

- A representational Canada Industrial Relations Board was established, composed of a neutral chairperson and vice-chairpersons, and equal numbers of members representing employers and employees. This replaced the non-representational Canada Labour Relations Board.
- The Board has greater flexibility to deal quickly with routine or urgent matters; for example, a single vice-chairperson is now able to determine most matters, rather than the previously required three-member panel.
- The Board's powers were clarified and extended to ensure that complex industrial relations issues, such as those arising from the review of bargaining units or sales of business, can be fully addressed.
- The role of the Federal Mediation and Conciliation Service was entrenched in statute and a direct reporting relationship was established between the head of the Federal Mediation and Conciliation Service and the Minister of Labour.
- Grievance arbitrators were granted a number of procedural powers, including the right to interpret and apply other employment related statutes.

Representation and Successor Rights

- The right of employees to communicate with employers, subject to normal restrictions on unfair labour practices was explicitly recognized.
- The Board may now remedy serious unfair labour practices committed by an employer by certifying an applicant trade union, despite lack of evidence of majority support from employees, if the Board is of the opinion that, in the absence of the unfair labour practices, the union would have had such support.

⁸ The British Columbia clause is only in effect for the first agreement; anything thereafter must be negotiated at the collective bargaining table.

⁹ For a description and analysis of religious exemption clauses, see Adams (2000) and Snyder (1999).

¹⁰ For a detailed analysis of the *Lavigne* case and its possible effects on labour law in Canada, see Carter (1992).

- The process of reviewing bargaining unit configurations was improved.
- Successor rights apply where, as a result of a sale or a change of activities, a provincial undertaking becomes subject to the *Code*.
- An employer succeeding another as the provider of pre-board security screening services to the air transport industry is required to pay employees performing those services remuneration equivalent to that which the employees of the previous contractor were entitled to receive under the terms of a collective agreement. The Governor in Council, by regulation, may make this requirement applicable to other services and industries.
- The Board has the discretion to give an authorized representative of a trade union a list of the names and address of employees who normally work away from the employer's premises and to authorize communications with those employees. The order must specify conditions necessary to protect the privacy and security of off-site workers. There is a statutory prohibition against the use of this information for other purposes.
- The Minister's ability to impose multiple stages of conciliation was replaced by a single-stage process to take no more than 60 days unless the parties agree to a longer period.
- The right to strike or lockout is subject to the holding of a secret-ballot strike vote (or in the case of an employers' association, a lockout vote) within the previous 60 days, or such longer period as may be agreed to by the parties in writing. Also, the providing of a 72-hour advance notice of intent to strike or lockout is required.
- The right of the parties to agree to submit collective bargaining disputes to any form of binding settlement is expressly recognized.
- A collective agreement resulting from the imposition of first agreement may have a term of up to two years, as opposed to the previous maximum of one year.

Rights and Obligations During a Legal Work Stoppage

Voluntary Multi-Employer Bargaining and Geographic Certification in the Longshoring Industry

- Where a voluntary employers' organization has been designated as bargaining agent by the Board, the organization may request the inclusion of additional employers to become members of the organization.
- The right of one or more employers active in the longshoring industry and covered by a geographic certification to apply to the Board to change an employer representative, is expressly recognized in the *Code*.
- Where the Board has designated an employer representative in the longshoring sector, all employers active in the port may be required to remit their share of the costs incurred by the employer representative in fulfilling its duties and responsibilities under the *Code* and under the terms of the collective agreement.
- There is no general prohibition on the use of replacement workers during a legal strike or lockout. However, the use of replacement workers for the demonstrated purpose of undermining a union's representational capacity, rather than the pursuit of legitimate bargaining objectives, is an unfair labour practice. Where the Board determines a violation has occurred, it can order the employer to cease using replacements for the duration of the dispute. For purposes of clarity, additional words were added to this provision.
- The right of employees in the bargaining unit, who were on strike or locked out, to resume employment following a work stoppage in preference to any persons hired to replace them was confirmed. Previously this had been general practice, but the 1999 amendment entrenched it as law.
- Where there is no collective agreement in force, organized employees have access to arbitration for cases of discipline and dismissal. Applications for certification or decertification are not permitted during a work stoppage without the consent of the Board. Employees who were hired to replace employees in the bargaining unit on strike or locked out are not entitled to participate in any representation vote.

Bargaining Cycle

- The period for giving notice to bargain was extended to four months, from three, prior to the expiry of an agreement.
- Employees are entitled to maintain insurance and benefit programs during work stoppages.

Maintenance of Services

- Parties are required to maintain services necessary to prevent serious and immediate danger to public health or safety during a work stoppage; the parties or the Minister of Labour may ask the Board to make necessary determinations.
- Maintenance of services may be re-assigned by the Board chairperson on terms and conditions designed to protect the rights and interests of the parties.
- In the event of a work stoppage involving other parties in port-related activities (including longshoring), services to grain vessels being loaded at licensed terminal or transfer elevators must be maintained. This addresses the vast majority of disruptions to grain exports at Canadian ports. Its effectiveness will be reviewed after the next round of bargaining, and stronger measures, such as those recommended by the West Coast Ports Industrial Inquiry Commission, could be taken if required.

Conclusion

Labour legislation at the federal level has evolved to meet the emerging circumstances of the past 25 years. The key point regarding such legislative change is that the Canadian practice of leaving the process and direction of industrial relations in the hands of union, management and employees has remained intact. Legislation provides the framework for this process, and the process is undeniably more solid when change is accomplished via consultation with the involved parties rather than by jurisprudence.

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THE EVOLUTION AND DEVELOPMENT OF COLLECTIVE BARGAINING IN FEDERALLY REGULATED INDUSTRIES, 1975-2000

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There have been enormous changes in the collective bargaining environment over the past few decades. Corporate mergers have become a common event and there have been significant developments affecting the composition and organization of the labour movement.

This article will serve as a continuation of Dempster and Sanderson's 1975 contribution to the Labour Gazette 75th anniversary issue.¹ The objective of the article will be to trace the major trends that have affected collective bargaining in federally regulated industries over the past quarter century.

Interprovincial and International Trucking

The contribution of all transportation activities to gross domestic product has been steadily decreasing since the 1970s, from a little over 5.0 per cent during the 1970s to 4.5 per cent in 1994. Conversely, the contribution of the trucking sector has been growing during the past 25 years; in fact, the for-hire trucking industry's share of total transport activities expanded from 23 per cent in 1980 to 29 per cent in 1994. Thus, in real terms, the trucking industry has experienced growth over the past few decades.

In 1987, the *Motor Vehicle Transport Act* was passed, marking the first phase of deregulation of the industry. Licensing conditions were relaxed and it became easier to start a company engaged in highway transport. In 1989 alone, almost 10,000 licence applications were filed, the number stabilized at roughly 5,000 per year beginning in the early 1990s.

The 1989 Free Trade Agreement and the 1992 North American Free Trade Agreement initiated a new era of liberalized trade between Canada, the United States and Mexico. The combination of the free trade agreements and the deregulation of trucking has created numerous changes in the procedural and operational functions of the industry. Due to the dismantling of many trade barriers, the main shipping routes, which previously ran east-west, reformed to a north-south continuum. Since this change, the industry

has experienced consistent yearly increases in the share of revenues generated from cross-border shipments.

While free trade has opened up new markets for Canadian trucking firms, it has also had a parallel effect for American truckers, who enjoy increased freedom of access to Canada. In 1989, 2,987 United States trucking firms held licences to operate in Canada; by 1994, this number had increased to 7,859. Yet the number of Canadian trucking bankruptcies from 1991 to 1995 consistently decreased; this would lead one to believe that market demand for trucking was increasing and Canadian firms were able to compete with the influx of American firms entering the Canadian market. The raw number of bankruptcies has increased in a non-linear fashion since 1995, but has yet to near 1991 levels.

The labour movement has had to endure and respond to the changing nature of the industry. On the employer side, some of the large bargaining associations, such as the Motor Transport Industrial Relations Bureau, have been disbanded, due in part to competitive pressures and industry restructuring. There were freezes and rollbacks in collective agreement provisions during the early 1990s, as companies reacted to the drastically changing market.

¹ Dempster, W.M. and George Sanderson. "Dedicated to Dispute Settlement." *Labour Gazette*, Anniversary Issue, 1975.

The decade also saw a rise in the number of owner operators, many of whom are independent contractors that employ load-brokers to find cargoes as opposed to working for one carrier exclusively. Such a scenario creates problems in gaining union recognition, because of the frequent changes in employers over fixed time periods. In response to this, some independent owner operators, especially in Quebec, have attempted to organize and bargain collectively for rates and conditions that govern their commercial relations with shippers. Their inability to achieve a collective voice has recently been compounded by fuel price increases that have exerted upward pressure on shipping rates. While some shippers and truckers have been successful in negotiating rates indexed to the price of fuel, the achievement of such agreements has predominantly been reserved for the larger trucking firms.

The most common form of non-organized collective action in response to recent fuel price increases has been the setting up of road blockades. Again in Quebec, a forum comprising industry stakeholders, under the auspices of the Commission of Transport, has been created to help deal with rising fuel prices and dwindling revenues. The forum has expressed a willingness to establish a commercial agreement to govern the contractual relationship between shippers and trucking firms; these discussions are currently ongoing.

Organized labour action in the trucking industry has been fairly stable over the past decade, with some variance in intensity and impact (in workers involved and person-days lost).

Railway Transportation

The first significant restructuring of collective bargaining in the railway industry during our 25-year reference period happened as a result of the formation of VIA Rail in 1977. VIA was formed from the passenger services of two national rail systems, the government-owned Canadian National Railway and the privately run Canadian Pacific Railway. It was thought that passenger service could be better managed, and provide increased return on investment, if the companies consolidated; Canadian National and Canadian Pacific could then concentrate on pursuing the more lucrative freight traffic.

During the late 1980s and early 1990s, the government cut operating subsidies to the railway sector in an effort to make the rail companies more self-sufficient

and self-financing. The restriction of government funding exerted pressure on the collective bargaining process. The railways attempted to downsize staff despite the presence of previously negotiated job security provisions. Successive rounds of employee buy-outs resulted; the Rail industry had 35 per cent fewer employees in 1995 than it did in 1990.

The federal government began the privatization of Canadian National Railway in 1995, with provisions ensuring the retention of the bilingual nature of the company and requiring that Montréal continue to serve as the company's headquarters. During this period, Canadian Pacific Railway also restructured many of its operations, culminating in the relocation of its headquarters from Montréal to Calgary. These changes gave rise to acrimonious collective bargaining between union and management; a major issue was the nature of the buy-out packages that were offered to personnel who chose not to move to Calgary.

In the round of bargaining for renewal of collective agreements that expired in 1995, the major issue was employment security. When the parties were unable to reach a negotiated resolution, the government enacted back-to-work legislation. Under the resulting new agreements, employees were required to accept employment within a given geographic area in order to maintain their eligibility for the employment security plan; the geographic area was also expanded. Furthermore, employees hired on or after January 1, 1994, were deemed ineligible for employment security provisions, and the program no longer paid 100 per cent of earnings.

In 1996, changes were made to the *Canadian Transportation Act* leading to the creation of a number of shortline railways. Generally, when shortlines are created, collective agreements are simplified (e.g., many of the work rules are eliminated and provisions for gain-sharing are included).

More recently, Canadian National announced a proposed merger with the American-based Burlington Northern and Santa Fe Railway. The railway operates a large rail system throughout the continental United States; a merger with Canadian National would have provided synergistic operating possibilities for both companies. But the merger was contested by various industry parties in both Canada and the United States. In light of the external pressure, especially from United States firms, the two railways decided to terminate the proposal on July 20, 2000. The United States government has since introduced strict rules governing

possible mergers of this type. Canadian National and Canadian Pacific subsequently agreed to share their designated routes in Canada and the United States, increasing capacity and routes for each railway.

Industrial relations in the rail industry have undergone immense change over the past 25 years. The strict pattern of bargaining that has characterized the industry has become weakened and, although still in practice, is under threat from decentralization coupled with an increase in actors.

Telecommunications Industry

The telecommunications industry has been undergoing rapid change, facilitated by technological development and decisions of the Canadian Radio-Television and Telecommunications Commission, which plays a dominant role in shaping the structure and pace of change of the industry. Deregulation over the past two decades has resulted in the demise of many organizations, decreasing employment in telecommunications services from 170,000 jobs in 1980 to 105,000 in 1998.

The unionization rate is high, at 79.5 per cent, with a total of 71 certified bargaining units in the sector. The central issue for unionized workers is job security; in fact, during the first half of the 1990s, Bell Canada, BC Tel and Northern Telecom all downsized, resulting in a combined loss of 10,000 unionized jobs.

The most influential union in the industry is the Communications, Energy and Paperworkers Union of Canada, whose membership includes telephone company workers, broadcasters, graphic artists and computer programmers. The Union was formed in 1992 through a merger of three unions: the Communications Workers of Canada, the Oil, Atomic and Chemical Workers and the Papermakers. It has been growing steadily since its formation, with a current membership of around 150,000. Other unions in the telecommunications industry include the Canadian Telephone Employees Association, the Telecommunications Workers Union, the International Brotherhood of Electrical Workers and the Canadian Union of Public Employees.

As in the rail industry, telecom companies are also merging; BC Tel and TELUS Corporation (Alberta) merged their operations in 1999-2000. The Canada Industrial Relations Board issued a single-employer declaration, and the Telecommunications Workers

Union was chosen in a run-off vote as the union to represent the single merged unit.

The communications industry is significantly affected by the rapid pace of technological change and convergence. New developments such as wireless phone systems, fibre optics and the Internet are likely to lead to a rapid evolution in both the nature of work and the industrial relations structure within this sector.

Air Transportation

The air transportation industry has experienced numerous mergers and reorganizations on both sides of the bargaining table during the past two decades.

Until 2000, there were two major national carriers, Air Canada and Canadian Airlines. The latter had been created through the mergers and acquisition of five predecessor airlines: Canadian Pacific Air Lines, Eastern Provincial Airways, Nordair, Pacific Western Airlines and Wardair.

Canadian Airlines experienced a number of financial difficulties and went through several restructuring exercises in an attempt to resolve various debt issues. In 1991, Canadian Regional Airlines Ltd., a wholly owned subsidiary of Canadian, was formed from a merger of three regional commuter airlines: Time Air, Ontario Express and InterCanadian; Canadian Regional was subsequently sold to private investors in 1998. Another restructuring agreement was concluded in 1994 involving employees, creditors and the AMR Corporation, the owners of American Airlines; this agreement fostered close corporate alliances between Canadian and American Airlines.

In 1996, operating losses at Canadian precipitated the announcement of another restructuring strategy aimed at improving profitability. Employees were again asked to grant concessions in light of the company's continued inability to become profitable. Canadian put forward a proposal to all of its bargaining units that included a 10 per cent wage reduction in conjunction with other concessions. All of the affected unions agreed, with the exception of the Canadian Auto Workers, which insisted that some form of examination or analysis was necessary in return for its co-operation. Transport Canada facilitated the Union's request and an airline industry committee was set up to report on the company and the industry as a whole; a report was submitted, but no consensus was reached.

Significant restructuring of operations also occurred at Air Canada during the late 1980s. On April 12, 1988, the sale of the government-owned national airline was announced, marking the beginning of privatization of the airline and the ending of its Crown corporation status; this privatization was complete by July 1989.

A decade later, due to continuing financial difficulties in the industry, the federal government temporarily suspended certain provisions of the *Competition Act* to enable discussions regarding industry restructuring. In August 1999, Onex Corporation made a proposal to acquire and merge Canadian Airlines and Air Canada. The proposal was subjected to court review and, in light of statutory ownership restrictions, Onex withdrew its offer. Air Canada subsequently submitted a proposal to buy Canadian Airlines, which was accepted. At the time of writing, the merger of the two airlines is in progress.

On the union side, merger activity has been just as common. In November 1986, the Canadian Air Line Flight Attendants' Association, which had been the primary union representing flight attendants since the 1940s, joined the Canadian Union of Public Employees to form the Airline Division of that union.

In 1985, the Canadian Air Line Employees Association, which represented passenger and reservation agents of Air Canada and other airlines, voted to join what is now the Canadian Auto Workers. Shortly thereafter, a group of similar workers at Canadian Airlines voted to join the union.

The breakaway of the Air Canada pilots from the Canadian Air Line Pilots Association to form the Air Canada Pilots Association, as well as Canadian Air Line Pilots Association's merger with the Air Line Pilots Association, has created some industrial relations friction in light of the recent merger of Air Canada and Canadian; problems regarding pay and seniority rights remain to be worked out. In addition, there is a continuing activity before the Canada Industrial Relations Board involving pilots and the various regional airlines.

Canada Post Corporation

Until 1981, the postal service was a government department; in that year it was dissolved to become a Crown corporation. When it was a government department, industrial relations were governed by the

Public Service Staff Relations Act; as a Crown corporation, it became subject to the *Canada Labour Code*.

In 1975, the Council of Postal Unions was decertified by the Public Service Staff Relations Board and replaced by the Letter Carriers' Union of Canada and the Canadian Union of Postal Workers. That same year, following a 42-day strike, the first collective agreement was reached between the Post Office and the union. The terms of the settlement included numerous precedent-setting provisions, among them a cost-of-living clause that provided for payments beyond the term of the collective agreement, a technological change clause and a provision stipulating a premium for weekend work (the first in the public service).

The 1978 round of collective bargaining was referred to a conciliation board. Parliament enacted Bill C-45, *An Act to provide for the Continuation of Regular Postal Service Operations*, in April of that year. The *Act* provided that Canadian Union of Postal Workers would not have the right to strike if the House of Commons was dissolved on or before the date on which the conciliation board filed its report; this essentially averted any strike action for the summer of 1978. The conciliator's report was released in October 1978 and was not accepted by either the union or the government; the central issues were technological change, the use of casual workers and wages. The union called for a national strike to begin on October 17. In response, Parliament passed the *Postal Services Continuation Act* the same day, effectively legislating the postal workers back to work and stipulating dispute resolution via the mediation-arbitration process. Defiance of the legislation was frequent, as a number of short work stoppages occurred at various Post Office locations. In April of 1979, a binding, one-year minimum agreement was issued. The final wage settlement was lower than what the conciliation board had proposed, and the Post Office also regained the right of individual work measurement. In the ensuing years, a number of studies were commissioned to consider the feasibility of transforming the Post Office into a Crown corporation to permit operations to be placed on a more commercial footing.

In 1981, collective bargaining between the Treasury Board and the Canadian Union of Postal Workers broke down and a six-week strike commenced on June 30. A mediated settlement was eventually reached. On

October 16, 1981, the *Canada Post Corporation Act* was proclaimed, establishing the former Post Office department as a Crown corporation, the Canada Post Corporation. All existing collective agreements were transferred to the new corporation. However, in July of 1982, the *Public Sector Compensation Restraint Act* came into effect. Canada Post Corporation and Canadian Union of Postal Workers were subject to its provisions, delaying the second year of the collective agreements and limiting negotiated wage increases for three years.

In May of 1985, Canada Post Corporation asked the Canadian Labour Relations Board to conduct a comprehensive review of its bargaining units, with the intent of rationalizing the bargaining structure. The Board decided that a restructuring of the bargaining units would be beneficial from an industrial relations perspective. When the unions affected (Canadian Union of Postal Workers and the Letter Carriers' Union of Canada) failed to voluntarily agree to a merger, a vote of the employees was held. In 1989, the Postal Workers emerged as the Union representing both inside and outside postal workers.

The relationship between Canada Post and the Canadian Union of Postal Workers has remained tumultuous. Parliament has passed emergency legislation to end or prevent a work stoppage on three occasions since the corporation was created: in 1987, 1992 and 1997. During this period, substantial changes have taken place within the postal service: the creation of private sector postal franchises; private sector delivery of non-addressed ("junk") mail and flyers; the evolution of e-mail and the Internet as a substitute for first-class letters; the growth in the number of fax machines and in the use of electronic funds transfers and automated bill payment systems; the decline in door-to-door delivery; and the increasing use of private sector courier services for urgent business deliveries.

Longshore Industry

The experience of parties to the collective bargaining process in longshoring has varied amongst the different regions of Canada. While west coast ports have endured numerous work stoppages and incidences of government ad hoc legislation over the past quarter century, industrial relations at other Canadian ports have been relatively stable during this time period. Reasons for this disparity stem from the different bargaining structures in place in the different regions, the various unions representing workers and, for many years, the presence of the "grain bargaining chip" for

the International Longshoremen and Warehouse Union at the West Coast ports.

On the West Coast, the union represents all dock workers. There are two employers organizations, the British Columbia Maritime Employers Association and the Waterfront Foremen Employers Association. The negative industrial relations climate that has permeated the West Coast ports has been driven by labour clashes between the Maritime Employers and the union. The Waterfront Foremen Employers and the union bargain immediately after the Maritime Employers agreements are finalized; past practice has revealed that the Waterfront Employers and the union always reach a direct bargaining agreement that mirrors the preceding Maritime Employers deal, the exception being a multiplication of the industry standard wage by a 4/3 factor.

Over the past 25 years, government has enacted back-to-work legislation directed at the West Coast ports on five occasions. The government-commissioned Report of the Industrial Inquiry Commission into Industrial Relations at the West Coast Ports, 1995 suggested that the West Coast ports have been characterized by years of "surface bargaining," in which bargaining took place with no intent of actually concluding a collective agreement. Rather, the ability of either party to halt grain shipments stalled negotiations, as both parties knew that a work stoppage would lead to speedy intervention by Parliament. Changes made to the *Canada Labour Code* in 1999, particularly s.87.7(1) ensuring the continuation of grain operations in the event of a longshoring dispute, may have the effect of inducing more serious bargaining between the parties because the trump card of halting all grain handling has been removed.

The comparatively peaceful East Coast ports have undergone some structural changes over the past decade that could affect the bargaining relationships between the unions and employers in the future. On January 1, 1997, employers at the Port of Halifax broke away from the Maritime Employers Association, which traditionally controlled operations at all ports on the East Coast, to form the Halifax Employers Association. The same situation occurred in the Port of Saint John, with the formation of the Saint John Employers Association. The Maritime Employers Association split was predominantly due to a perception by the Atlantic Canadian ports that the Association was channelling increased container traffic to the Port of Montréal and other cargo to the Port of Quebec City.

With regard to organized labour structures on the East Coast, the International Longshoremen's Association, which had previously represented all maritime ports, was decertified at many Quebec ports. These employees are now represented by the Canadian Union of Public Employees; longshoremen in the ports of Halifax and Saint John continue to be represented by the Association.

To conclude, then, the structure of both employers and organized labour at the East Coast ports has changed substantially over the past 10 years; the effects of this restructuring remain to be seen.

Conclusion

Federal jurisdiction over collective bargaining is relatively limited, applying to less than 10 per cent of the Canadian labour force. However, the industries that are subject to the *Canada Labour Code* tend to be those that are vital to the national interest. In recent years, the federal government's policy of privatizing work previously done by public servants, for example

air navigation systems and local airports, has further reinforced the need for constructive collective bargaining relationships in industries governed by the *Code*. The increasing reliance on ad hoc parliamentary intervention to deal with disputes that are hurting the public interest has also demonstrated the need for a more measured approach to collective bargaining and the development of improved practices.

In January 1999, a number of amendments were made to Part I of the *Canada Labour Code*, with the objective of improving the collective bargaining regime within the federal jurisdiction. These amendments, coupled with the preventive mediation program initiated by the Federal Mediation and Conciliation Service of the Labour Program earlier in the decade, are evidence of the Government of Canada's continuing support for improved collective bargaining. The onus is now on labour and management to jointly and separately accept responsibility to develop collective bargaining relations and practices that will ensure a just share of the fruits of progress for all.

*Federal Mediation and Conciliation Services, Labour Program,
Human Resources Development Canada.*

Telephone: (819) 994-5470; 1-800-563-5677

Web site: <http://labour-travail.hrdc.gc.ca/doc/lab-trav/eng/>

OCCUPATIONAL HEALTH AND SAFETY – A CENTURY OF PROGRESS

Baily Seshagiri

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Labour Program, Human Resources Development Canada

Lest we forgot

Q What is your age?

A *I am seventeen.*

Q I see that you have lost one of your arms.

A *Yes; my right arm.*

Q How did that occur?

A *It was an accident in the saw mill.*

Q How old were you then?

A *Between eleven and twelve years of age.*

Q What were you getting at the time you worked there?

A *I was only getting 25 cents a day.*

Q Do you know of any other boys having received accidents?

A *Yes; about two months after a boy was working in the mill, where I was, and he got both his legs and arms taken off.*

Q How old was the boy when he met with the accident?

A *He was the same age as I was.*

**Royal Commission on the Relations of
Capital and Labour in Canada, 1886,
Ontario Evidence**

"In the early morning of May 9, 1992 a violent explosion rocked the tiny community of Plymouth, just east of Stellarton, in Pictou County, Nova Scotia. The explosion occurred in the depths of the Westray coal mine, instantly killing miners working there at the time."

"The *Westray Story* is a complex mosaic of actions, omissions, mistakes, incompetence, apathy, cynicism, stupidity and neglect."

**The Westray Story, Westray Mine Public
Inquiry, 1997**

Introduction

The field of occupational health and safety encompasses a multitude of disciplines including occupational medicine, toxicology, epidemiology, engineering, chemistry, physics, psychology and so on. Several Canadian universities offer multi-disciplinary programmes in occupational safety and health up to the graduate level. Many countries have established major research organizations devoted to the study of safety and health, the most prestigious one being the National Institute for Occupational Safety and Health in the United States. The International Labour Organization, which is an agency of the United Nations, has been actively involved in addressing occupational and safety health issues on a global level since its inception at the end of World War I. Canada was one of the founding members of the International Labour Organization. Our federal government, in cooperation with the provinces, employer groups and trade unions, has established the Canadian Centre for Occupational Safety and Health in Hamilton, Ontario, to collect and disseminate information on safety and health matters. They are one of the leaders in this field, with a worldwide reputation. Every province and territory has legislation protecting the safety and health of workers. There is a plethora of journals and trade magazines that address every aspect of occupational safety and health.

Although the words "safety" and "health" are almost always used conjointly and synonymously, they do have different meanings to an occupational safety and health professional. In general, when a worker's safety is compromised, there is a risk that he or she could be traumatically injured. For example, a few years ago, at Mirabel Airport in Montréal, a Boeing 747 was being de-iced with the engines running. The pilot, believing that the de-icing was completed, started moving away from the de-icing area. In the process, he overturned the two de-icing trucks (cherry pickers), which were still de-icing the tail of the aircraft, dragging the three workers who were in the baskets to their death. A truck driver in Hamilton, Ontario, went to pick up a trailer that was supposedly empty. He opened the trailer door to check and, being nighttime, used a

match to verify that it was indeed empty. The trailer exploded, and the driver was killed. The trailer had been used to transport some other material earlier and had not been properly ventilated. Explosive vapours had collected inside the trailer and, of course, the lit match ignited an explosion. These are instances where the worker's safety was put in jeopardy.

The term "Occupational Health" is generally associated with the risk of exposure to some chemical, physical, or biological agent at levels well below those likely to cause immediate and catastrophic damage to health, but which nevertheless could result in a variety of adverse outcomes ranging from headaches, central nervous system depression, illnesses, hearing loss, cancer, chronic low back pain, carpal tunnel syndrome, etc. Some of these outcomes could manifest themselves very soon after exposure to the agent, for example, headaches resulting from exposure to relatively low concentrations of carbon monoxide. In other cases, such as exposure to asbestos resulting in cancer or exposure to high noise levels causing hearing damage, it might take many years before symptoms are detected.

Historical Perspective

International Activity

There is documented evidence, that even as far back as the 4th century BC, there was an awareness that workers in certain occupations were likely to develop illnesses as a result of exposure to specific substances. Lead toxicity in the mining industry was recognized and recorded by Hippocrates. About 500 years later, Pliny the Elder, a Roman naturalist, refers to the use of "bladders" as respiratory protection against inhalation of dust containing lead. Galen, a Greek anatomist, recognized the dangers of acid mists to copper miners. In the 15th century, Ulrich Ellenbog, a German, published a pamphlet outlining conditions in the metal working professions that were estimated to be damaging to the workers' health. He also provided suggestions on how to improve those conditions. Another German scholar, Georgius Agricola, a mineralogist and metallurgist, in his treatise *De Re Metallica* written in 1556, discusses the hazards of working in the 16th century mining center of Joachimsthal in Czechoslovakia. He mentions the onset of respiratory diseases (now recognized as silicosis), as a result of inhalation of dust containing crystalline silica or quartz. He suggests improvements in mine ventilation. He notes that some women in that region were married as many as seven times, since each husband succumbed to that disease.

Philippus Paracelsus, a 16th century Swiss alchemist and physician, who worked in Tyrol as a mining and smelting laborer for 10 years, also wrote a treatise on occupational diseases of the miners.

Generally accepted as the first inclusive treatise on occupational diseases was *De morbis artificum diatriba* (1700, translated "Diseases of Workers"), by Bernardo Ramazzini, an Italian physician and professor of medicine. This book describes silicosis in pathological terms and provides some "cautions" which, if followed, would reduce the risks. These "cautions" were ignored for centuries.

In the 18th century, many notable physicians correlated diseases with specific occupations. Percival Pott, a noted British surgeon recognized that chimney soot was one of the causes of scrotal cancer. His efforts led to the passage of the "*Chimney-Sweepers Act* of 1788" by the British Parliament. The systematic study of industrial medicine began in Great Britain during the industrial revolution. Charles Turner Thackrah (1795-1833) was a physician who, in 1831, published a book called *The Effects of the Principal Arts, Trades and Professions, and of Civic States and Habits of Living, on Health and Longevity, with Suggestions for the Removal of Many of the Agents which Produce Disease and Shorten the Duration of Life*. This book was extremely important in stimulating factory and health legislation that mitigated some of the worst features of the industrial revolution. Among the most important issues discussed by Thackrah were those concerned with chronic lead poisoning among house painters and potters making glazed ware. Thackrah made specific recommendations for the elimination of lead poisoning from the glazing and pottery industry. This issue has not gone away in spite of the intervening 169 years. There is documented evidence that, even to this day, contaminated pottery is a source of lead in children in Mexico City.

Prior to 1800, there was very little societal concern for actually protecting the health of the worker. English common law based on the relationship between a "master" and "servant" was all that existed to look after the interests of workers. The *Factory Acts* of 1833 passed by Britain was the first piece of legislation in the Western world to address the interests of working people. The Act provided for the appointment of inspectors and levied substantial fines for contraventions. It banned all night work for children under 18 years of age and raised the minimum working age to 13 years. During the period from 1840 to 1880, several pieces of legislation were passed in an attempt to control mechanical hazards. For example, the

British Factories Act of 1864 prescribed ventilation for every factory. Another act passed in 1878 required exhaust ventilation by means of fans for the removal of dust likely to be injurious to health. The *Factory Act* of 1901 consolidated previous requirements with respect to safety and health and provided for the making of regulations or orders to control dangerous trades.

"A Hungarian, 36 years old, worked for seven years grinding lead paint. During this time he had three attacks of colic, with vomiting and headache. I saw him in the hospital, a skeleton of a man, looking almost twice his age, his limbs soft and flabby, his muscles wasted. He was extremely emaciated, his color was a dirty grayish yellow, his eyes dull and expressionless...."

Exploring the Dangerous Trades,
Alice Hamilton, 1920s.

In the United States, the Office of Industrial Hygiene and Sanitation was established in 1914. However, even as late as the end of the 1960s, there was no major thrust towards enacting occupational safety and health legislation. In 1969, the *Coal Mine Health and Safety Act* was passed which led to the creation of the Mine Safety and Health Administration, and in 1970, the *Occupational Safety and Health Act* was passed, leading to the creation of the Occupational Safety and Health Administration within the Department of Labour, as well as the National Institute for Occupational Safety and Health.

Occupational Health and Safety in Canada

Ontario led the way in enacting labour legislation which included specific references to safety and health. The *Thrashing Machines Act* (1874) required guards on certain machines to prevent injury to the persons working near them. The *Railway Accidents Act* (1881) required various measures for the safety of railway workers. The *Factories Act* (1881) required measures for machinery fencing, fire safety, sanitation and ventilation and was enforced by inspectors, etc. Similar legislation was also to be found in Quebec. Following the lead of Ontario and Quebec, factory laws were passed in all the other provinces as industry developed. The acts required factories to be kept in a sanitary condition, free from fumes, gases and dusts, with adequate heating, lighting and ventilation. They dealt with overcrowding and required guards to be placed

on dangerous machinery or openings. The acts also laid down regulations concerning fire protection, elevator inspection and the reporting of accidents.

The first factory inspectors were appointed in the late 1880s in Ontario and Quebec. By 1910, all the provinces had at least one inspector. The first factory inspectors in Ontario and Quebec were also responsible for the inspection of boilers. Many boilers were situated in the basement of factories, immediately beneath crowded workrooms, and there were numerous instances of boilers exploding and causing a heavy loss of life. The work of these factory inspectors in identifying the causes of the explosions led to amendments to the *Factory Acts* to ensure a proper system of boiler inspection which continues to this day.

Q Have you seen anyone beaten brutally?

A Sharp slaps right in the face.

Q Why?

A The party was sweeping and the foreman told him to pick up the tobacco leaves. The apprentice went on sweeping and did not pick them up. The foreman took him by the ear, bent him down to the ground and said to him: "why did you not pick up the tobacco?" It was a child, only 12 or 14 years old, and he did not reply. The foreman made him get up by slapping him in the face.

**Royal Commission on the Relations of
Capital and Labour in Canada, 1886,
Quebec Evidence**

The creation of a Royal Commission on the Relations of Capital and Labour in Canada by Sir John A. Macdonald on December 9, 1886, under the chairmanship of Judge James Armstrong of Sorel, Quebec, was the first step taken by the federal government to recognize the hardships and dangers faced by workers in the federal jurisdiction. In their report submitted in November 1887, the Commissioners made several specific recommendations regarding the safety and health of workers.

They recommended that the State provide through legislation for proper inspection of all vessels on the lakes and rivers of Canada; and further, that such vessels not be permitted to leave port unless found to be seaworthy, sufficiently manned with competent sailors, and provided with life-saving appliances.

At the turn of the 20th century, large steam engines and boilers were commonly used for the production of heat and power. This had led to a great increase in explosions and loss of life. The Commissioners recognized the danger in permitting unskilled men to operate large steam engines and boilers. They recommended that strict examination be made and certificates be issued to properly qualified persons. They also recommended frequent inspection of boilers by competent officials.

The Commissioners recognized the need for frequent and thorough inspection of factories, the need for stringent laws on safety matters, proper sanitary conditions in workplaces, machine guarding, etc. They noted that in some foreign countries workers had greatly benefited from provisions in *Factory Acts* requiring the regular inspection of temporary structures and appliances, such as scaffolds and derricks, and also of chains, tackle and other gear used in loading and unloading vessels. They strongly recommended the adoption of such requirements in Canadian acts. Many of their recommendations are as valid today as at the time of their drafting and, in fact, many of them are incorporated in present day Occupational Safety and Health legislation.

At the beginning of the 20th century, workers were compensated for sustaining injuries on the job only under very stringent conditions. There was no liability on the employer if it could be proved that the worker was solely to blame for the accident. The Royal Commission report noted that compensation should be "recoverable even in cases where negligence on the part of the employer or his agents, or defect in machinery, has not caused the accident."

The Commission heard from many railway employees about the danger of work on the railways. They noted that even though it was an inherently dangerous occupation much could still be done to diminish the risk of accident and death.

Q Did you lose your arm and leg in the same accident?

A Yes sir; I fell in a hole, and the axle of the wheel crushed my arm and leg.

Q How old were you?

A Twelve years - going on thirteen.

**Royal Commission on the Relations of
Capital and Labour in Canada, 1886,
Ontario Evidence**

Their most poignant comment concerned the use of child labour, which was still prevalent at that time. They noted:

"The darkest pages in the testimony which follows are those recording the beating and imprisonment of children employed in factories. Your Commissioners earnestly hope that these barbarous practices may be removed, and such treatment be made a penal offence...."

Finally, the Royal Commission recommended the creation of a Labour Bureau under the administration of one of the Ministers of the Crown, with the mandate to collect information and statistics on matters related to "labour and capital". In their view, such an office would enable working people to make their needs and desires known to the government. The government of the day did pass *An Act to provide for the collection and publishing of Labour Statistics*, but the Bureau was never established.

It was the Laurier government which, in 1900, established the Department of Labour under the *Conciliation Act*, and named William Lyon Mackenzie King as the first Deputy Minister of Labour, and editor of the *Labour Gazette*. Responsibility for the Department was placed with the Postmaster General, William Mulock. In 1909, the *Labour Department Act* was passed creating a separate Labour portfolio, and King became the first Minister of Labour. The *Gazette* reported in its 1904 edition that between 700 and 1,000 men were killed and between 2,000 and 3,000 seriously injured each year in Canada in industrial accidents. According to the Census of 1901, 299,000 persons were employed in manufacturing, out of a total population of 5.4 million. In 1996, 787 persons were fatally injured in workplace accidents out of a total of over 12 million employees.

In the decades leading up to the 1960s, the preoccupation of the Department of Labour was primarily industrial relations, with issues related to unionization and strikes being at the top of the agenda. There was one rather unusual exception. The Department was responsible for the internment programme of Canadians of Japanese ancestry during World War II.

The next major milestone in the history of occupational safety and health in the Canadian federal jurisdiction was the passage of the *Canada Labour (Standards) Code* in 1965, and the *Canada Labour (Safety) Code* in December 1966. The Safety Code, (which was to become Part IV of the consolidated *Canada Labour*

Code) addressed both safety and health risks by defining "employment injury" to include personal injury as well as disablement "caused by an industrial accident, occupational disease or employment hazard." It provided for the hiring of safety officers with specific powers to enter any property subject to the Code and conduct inspections, carry out tests, require employers to provide written statements about the conditions of work, etc. It authorized the officer to prohibit the use of specific equipment, if the officer determined that the use of such equipment would place the worker in imminent danger.

In 1974, the Government of Ontario issued a Commission to appoint Dr. James H. Ham "To investigate all matters related to health and safety involved in the working conditions and working environment in mines in Ontario." This was the birth of the famous "Royal Commission on the Health and Safety of Workers in Mines." It can be justly claimed that the Report of this Commission (also known as the Ham Commission Report), for the first time, enunciated the three fundamental rights of a worker which ultimately became the pillars of virtually all modern Canadian Occupational Safety and Health legislation. These are: the right to refuse dangerous work without suffering any penalties, the right to participate, and the right to know.

The right to refuse dangerous work became enshrined in federal legislation on September 1, 1978. Subsection 82.1 (1) of Part IV of the *Canada Labour Code* reads:

"Where a person employed upon or in connection with the operation of any federal work or undertaking or business has reasonable cause to believe that:

- (a) the use or operation of a machine, device or thing would constitute an imminent danger to the safety or health of himself or another employee, or
- (b) a condition exists in any place that would constitute an imminent danger to his own safety or health,

that person may refuse to use or operate the machine, device or thing or to work in that place."

A look at the Labour Operations Information System records showed that for the period 1995 to 2000, a total of 85 individual and 12 collective refusals to work had been registered and investigated across Canada.

Undoubtedly, at the time this fundamental right was recognized in the Code there were some misgivings. Now, with nearly 20 years of experience in enforcing this section of the Code, it is clear that: (a) very few, if any, refusals to work have been of a frivolous nature; and (b) in the vast majority of cases, directions were issued to the employers to rectify some infraction of the Code and/or the *Canada Occupational Safety and Health Regulations*.

The second fundamental right that was recognized in the Code was the right of workers to participate in identifying and correcting job-related safety and health problems. This was accomplished by requiring the establishment of joint safety and health committees in which equal numbers of workers and management participated. This was first introduced in 1978, but it was not universal in its application. It behooved the Minister to instruct an employer to establish such a committee. However, the powers, responsibilities and limitations of such committees were clearly set out. Amendments to the Code, passed in 1986, made safety and health committees mandatory in workplaces with 20 or more employees. In smaller workplaces with between 5 and 19 employees it became necessary to have a safety and health representative.

Included with these major legislative initiatives was the passage of *The Canadian Centre for Occupational Health and Safety Act* in 1978, followed by the creation of the Centre in Hamilton, Ontario, with the specific mandate to assist all three stakeholders, namely employers, employees and regulators by collecting and disseminating information on all matters related to occupational safety and health.

Finally, the third fundamental right of workers, the right to know about known or foreseeable hazards in the workplace, was recognized in legislation on October 31, 1988, when the *Workplace Hazardous Material Information System*, better known as WHMIS, came into force across the country. This was indeed a triumph of federal/provincial/territorial cooperation on an occupational safety and health related matter. At the federal level, it required another federal department, namely Consumer and Corporate Affairs Canada to pass two separate acts and a regulation: the *Hazardous Products Act*, the *Hazardous Materials Information Review Act* and the *Controlled Products Regulation*. It also required the coordinated amendment of legislation by Labour Canada and every province and territory of Canada. This was no mean feat, considering the amount of detail that these acts, regulations and amendments entailed. The success of this enormous undertaking

was in no small measure due to the untiring efforts of Jim McLellan, then Director of the Occupational Safety and Health Branch of Labour Canada.

The *Hazardous Products Act* and the *Controlled Products Regulation* set up a class of products called "Controlled Products," and suppliers of these products are required to provide safety and health information through proper labeling and material safety data sheets. Occupational Safety and Health acts and regulations in federal, provincial and territorial jurisdictions were amended to require employers to properly label products used in their workplaces, and provide workers easy access to the Material Safety Data Sheets.

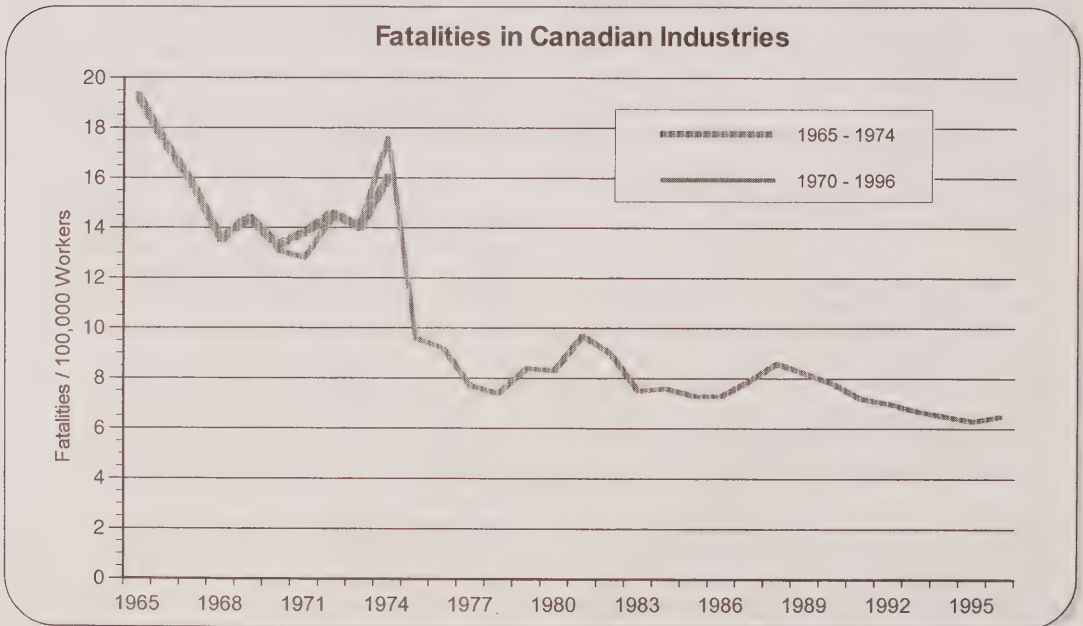
With the passage of these three fundamental rights: the right to know, the right to participate, and the right to refuse dangerous work, the framework of what is known as the "Internal Responsibility System" was laid. In the 1970s there had been on-going debate about the escalating costs of workers compensation claims, the loss in productivity due to lost-time injuries at the workplace, and the enormous problem of enforcing Occupational Safety and Health legislation. There was also a growing realization among policy makers that without the active cooperation and participation of workers and management in controlling hazards in the workplace, these costs would continue

to escalate. There just would not be sufficient resources for governments to inspect and monitor every workplace and minimize the risk from every hazard. The concept of "internal responsibility" was born and spread throughout the land, resulting in the promulgation of the legislation discussed above.

Since that period, governments have indeed relied more and more heavily on the employers and employees to look after their own affairs. There have been cutbacks of occupational safety and health professionals from the ranks of governments, privatization of laboratories, etc., and the message has been sent. Some would claim that the price of this non-interventionist policy has been too high. The report of the investigation into the Westray mine disaster had this to say:

"It is abundantly clear that the provincial inspectorate used the concept of the internal responsibility system to divert attention from its own responsibilities. It is not clear whether this was done as a matter of practice or after the fact to justify many of the deficiencies of the inspectorate".

The incidence of fatalities in Canadian industries during the period 1965 to 1996 has fallen substantially. However, as seen in the graph below, the number of fatalities has levelled off at about 6.5 per 100,000 workers.



Sources: 1965-1974 – *Occupational Health in Canada*, September 1976;
1970-1996 – *Occupational Injuries and their Cost*, 1993-1997.

According to an International Labour Organization report published in 1998, Sweden had a fatality incidence rate of 2.1 per 100,000 workers. The United States Bureau of Labour Statistics reports a fatality incidence rate of about 4.47 per 100,000 workers in their 1999 census. Obviously, the issue of government intervention and its effect on the health and safety risk of a worker is very complex, and merely increasing the number of inspections will not reduce that risk. On the other hand, placing all the eggs in the internal responsibility system basket, and intervening only when an incident occurs is not likely to be without adverse consequences, as the Westray explosion has amply proven. Some policy makers appear to suggest that since the three fundamental rights (the right to know, the right to participate, and the right to refuse dangerous work) have been enshrined in Occupational Safety and Health legislation, the "ultimate responsibility" for safety and health rests with the worker. Such suggestions should be firmly rejected. The responsibility for a worker's safety and health rests with all the stakeholders: employers, employees and the government. Perhaps it should go even beyond that, and all of society should be concerned. A society that values and respects "labour" cannot tolerate putting the health and safety of its workers at unnecessary risk. In a society where labour is "cheap," workers become expendable.

Current Status

Under the stewardship of the Labour Minister, the Honourable Claudette Bradshaw, the latest amendments to Part II of the *Canada Labour Code* were passed by Parliament and received Royal Assent on June 29, 2000. The amendments came into force on September 30, 2000. Part II of the *Code* has been almost completely re-written to reflect the modern realities of the workplace and to ensure that this instrument will continue to be used effectively well into the current century. The amendments, which were introduced as Bill C-12 on October 28, 1999, create a better balance between the role of government and that of employers and employees and reflect changes in the workplace, such as advances in technology, that have a bearing on employees' health and safety. "This legislation is the result of consultations with both federally regulated employer and employee associations," said Minister Bradshaw.

The amendments to Part II of the *Code* expand the role of workplace health and safety committees. The committees will continue to inspect their workplaces

regularly, but now they will have the added responsibility of investigating and resolving complaints. This will improve efficiency in the workplace by reducing the need for direct government intervention. If the parties cannot come to an agreement, a government health and safety officer may intervene.

Only three per cent of federally regulated industries employ 300 or more persons but they account for over 85 per cent of the federally regulated work force. These employers will have to establish corporate-level Policy Health and Safety Committees that will be involved in the development of programmes related to occupational safety and health. Such programmes will provide guidelines for action at the local level. The establishment of these committees at the corporate level ensures that health and safety concerns are addressed by upper management.

The amendments also streamline the complaint resolution process by establishing an internal system that strengthens and clarifies the rights of both employers and employees. The special rights of pregnant and nursing employees have been recognized. Women, who believe their workplace presents a danger to their foetus or in the case of nursing mothers, their baby, will have the right to remove themselves from the activity without loss of pay or benefits.

At the international level, Canada is a signatory to the North American Agreement on Labour Cooperation, along with the United States and Mexico, as part of the North American Free Trade Agreement. The Agreement includes 11 labour principles which the three countries have pledged to uphold. One of these principles is to prevent occupational injuries and illnesses by prescribing and implementing appropriate standards. Canada has also entered into a similar agreement with Chile on a bilateral basis. Since these agreements are relatively new, a good deal of dialogue and information-exchange is taking place. They feature an annual Cooperative Work Programme consisting of conferences, seminars, workshops, and other fora for information-exchange. The agreements make clear that, while the parties are committed to the labour principles stated in them, it is up to each country to determine how this commitment will be demonstrated. The agreements allow each country to raise issues and consult on any concerns that it may have regarding the enforcement of legislation. In the last five years, seminars have been held on the petrochemical, construction, mining and electronics industries. Each year Canada, Mexico and the United

States organize the North American Occupational Safety and Health Week to focus attention on workplace safety and health issues. Throughout the week government, labour and business organizations sponsor events of various kinds to highlight the importance of safe work practices. Under the terms of the Agreement, Canada has taken part in the inspection of specific worksites in Mexico in order to verify whether appropriate safety and health standards were being followed.

The Next Decade

When Bill C-12 (Amendments to Revise Part II of the *Canada Labour Code*) was before a Standing Senate Committee, Minister Bradshaw had this to say:

"While occupational health and safety legislation has been around for a long time, Part II of the *Canada Labour Code* is only 30 years old. In those 30 years, enormous changes have taken place in our society. Thirty years ago, no one spoke of the information age. Thirty years ago, no one talked about the global economy. And 30 years ago, ergonomics was an esoteric term that seemed to have little relevance to the daily realities of the average office employee. In fact, even in 1985, which was the last time that amendments were made to Part II of the *Code*, those words and phrases carried much less significance than they do now. Since that time we have moved at a rapid rate, emerging from the Industrial Age into the Information Age."

According to Statistics Canada, service-sector employment at the beginning of the 1970s accounted for about 4.8 million employees, or about 62 per cent of the total workforce at that time. In 1999, 10.7 million persons were employed in this sector, or about 73 per cent of the total workforce. This sector includes the retail and wholesale trades, health and social services, and education. Manufacturing and construction have lost ground. In 1994, there were 3.5 million more jobs in Canada than in 1976. However, only 2 per cent of the job growth was in the goods producing sector and 55 per cent was in the service sector. In 1997, labour union membership fell to under 3.9 million workers or about 35 per cent of the workforce. The major cause was a decrease in male union members triggered by the loss of jobs in manufacturing.

Aleck Ostry, an epidemiologist in the Department of Health Care and Epidemiology at the University of

British Columbia, has looked at the results of this shift in employment patterns. He has used economic and employment data for British Columbia in order to better understand historical trends in the epidemiology of industrial disease and injury. He found that, in the 1950s, for every 100 workers in the forestry sector there were 75 service workers. By the 1960s, there were roughly equal numbers of workers in the forestry and the service sectors. In the 1990s, there were 400 service workers for every 100 forestry workers. The gender shift in the composition of the British Columbia workforce has been equally striking. In 1956, one in four working-age females was in the labour force. By 1979, 50 per cent of women of working age were in the labour force; by 1996, the number had grown to about 60 per cent.

The death rate reported by the British Columbia Workers Compensation Board fell steadily from 67.3 per 100,000 Workers Compensation Board-insured workers in the period 1950-1959, to 14.0 for the period 1990-1996. At the same time, the ratio of forestry to service-sector claims also fell steadily. In 1950, for every four service-sector claims there were six forestry claims. By 1996, for every two forestry claims there were eight service-sector claims. Obviously, the decline in the number of workers in the forestry sector would explain a significant part of the decrease in the fatality rate. But there is no questioning the huge increase in claims coming from the service sector.

The changes in the pattern of employment have resulted in dramatic changes in the types of injuries for which claims were made. From 1952 to about 1970, yearly claims for injury from impact were relatively constant at about 820. For the same period, the yearly claims for injury from strain was about 100. During the decade from 1970 to 1980, the impact injury claims fell and the strain injury claims rose until they were about equal (450 claims each in 1979) and then in the decade following that, claims for strain injury overtook the claims for impact injury. In 1996, there were about 300 claims for injury from impact and about 500 for injury from strain. In this context, strain includes back strain, overexertion, strains and sprains. These injuries are more commonly reported by workers in the service sector industries. Impact refers to injuries caused by being caught in or between objects, falls, striking against or stepping on objects, struck by objects, and slips. These injuries are more commonly reported by workers in the forestry industries.

Similar trends could be observed in the patterns of industrial disease claims accepted by the British Columbia Workers Compensation Board. In the 1960s, dermatitis was the largest single category of accepted industrial disease claims, accounting for nearly 41 per cent of all claims. This was followed by claims for repetitive strain injuries representing 26 per cent of all claims. By the 1970s, claims for repetitive strain injuries had increased to 35 per cent, and in the 1990s, it had shot up to 55 per cent of all claims. The increase was mainly due to claims for bursitis, tenosynovitis and carpal tunnel syndrome.

This pattern is not unique to British Columbia. These changes have occurred in most of the developed countries. Data from the United Kingdom Office for National Statistics, shows that the proportion of people employed in manufacturing began to decline along with the increase in employment in the service sector industries. With the growth in the service sector there has been a general increase in demand for non-manual labour, and a corresponding decline in demand for manual labour. There has been a dramatic increase in the number of women in the labour force. The ratio of men to women in the labour force was about 2.5 at the beginning of the 20th century. There was a gradual decline in this ratio and in 1961 it was about 2. In other words, there were twice as many men as women in the labour force. From 1961 onwards there has been a dramatic downward trend in the ratio, and in 1991 it was about 1.4. It stood at 1.3 in 1997. The ratio of men to women in the general population was slightly below 1 in 1901, and since 1961 it has been 1.0.

The Health and Safety Executive in the United Kingdom carried out a Survey of Self-reported Work-related Illness in 1995. The main results were as follows:

- approximately 2 million people in Great Britain self-reported work-related illness; and
- the main categories of illness were musculoskeletal disorders (estimated at 1.2 million), stress, depression or anxiety (279,000) and other stress-ascribed disease (254,000).

The more traditional occupational illnesses such as respiratory diseases, noise-induced hearing loss, etc., were reported in much smaller numbers.

Along with these profound changes in employment patterns, the more recent phenomena of globalization and the changing nature of the workplace caused by massive reorganization and restructuring throughout

the industrialized world could have a significant influence on the nature and extent of occupational illnesses and injuries. The European Agency for Safety and Health at Work, which was set up in 1994 by the European Union, has been examining these issues. Towards the end of 1998, they sponsored a conference on the topic of "Changing World of Work" in Bilbao, Spain. In the summary of the proceedings, it is noted that, due to the ever-higher proportion of workers employed in the service sector, new safety and health issues are emerging which could potentially have very serious consequences, particularly from the point of view of workers compensation. An increasing component of work in the service sector involves inter-personal contact – employees with clients, customers, patients, etc. – which could lead to increased stress and even violence at work. Ergonomic problems are becoming more prevalent. There is a shift away from the traditional concepts of work towards new forms such as telework, self-employment, subcontracting, temporary employment, etc. The consequences of these new enterprise structures have been examined by Richard Clifton of the United Kingdom Health and Safety Executive. It could lead to situations where a large number of subcontractors are working on a project leading to a greater potential for lack of coordination and increased safety and health problems. Small enterprises, which Clifton calls micro firms, could have a different set of problems. In the United Kingdom, such firms have a higher rate of accidents. They lack the expertise and know-how of larger companies and because of the competitive nature of the current market, safety and health issues are the last thing on their minds.

The development of new technologies has resulted in increased integration and globalization of work, so that national solutions become increasingly dependent on international conditions. These effects could have both positive and negative outcomes. For example, multi-national companies with manufacturing plants in underdeveloped countries are more likely to adhere to international standards for occupational safety and health, even though local norms might be less stringent or perhaps nonexistent. On the other hand, globalization has also meant increased marketing of substances, such as asbestos, in underdeveloped countries which can least afford the kinds of precautions necessary to prevent occupational diseases.

In light of these profound changes in the workplace that have taken place over the last two decades, the research agenda of various countries has come under

scrutiny. According to Malcolm Harrington of the Institute of Occupational Health, Birmingham, United Kingdom, musculoskeletal disorders will need the most attention, with the focus on work-related upper limb disorders and back problems. Another priority, according to Harrington, is the psychosocial aspects of the workplace, with emphasis on occupational stress.

In April 1996, the National Institute for Occupational Safety and Health unveiled the National Occupational Research Agenda which was meant to guide occupational safety and health research agenda into the next decade. The creators of the Agenda recognized that traditional manufacturing and goods-producing industries would continue to extort a toll of disease and injury, but wanted to address the changes in the United States workplaces, as well as the increasingly diverse workforce. By 2005, the United States workforce is expected to grow to 147 million, with minorities representing 28 per cent and women representing 48 per cent. Approximately 500 organizations and individuals outside the Institute provided input into the development of the Agenda.

The Agenda identifies 21 research priorities grouped into three categories:

Disease and Injury

- Allergic and irritant dermatitis
- Asthma and chronic obstructive pulmonary disease
- Fertility and pregnancy abnormalities
- Hearing loss
- Infectious diseases
- Low back disorders
- Musculoskeletal disorders of the upper extremities
- Traumatic injuries

Work Environment and Workforce

- Emerging technologies
- Indoor environment
- Mixed exposures
- Organization of work
- Special populations at risk

Research Tools and Approaches

- Cancer research methods
- Control technology and personal protective equipment
- Exposure assessment methods

- Health services research
- Intervention effectiveness research
- Risk assessment methods
- Social and economic consequences of workplace illness and injury
- Surveillance research methods

The call for research on asthma and chronic obstructive pulmonary disease, fertility and pregnancy abnormalities, infectious diseases, low back disorders, musculoskeletal disorders of the upper extremities, work environment and workforce, social and economic consequences of workplace illness and injury is a direct response to the changes that have drastically reshaped our labour force, our workplaces, and our work styles.

However, in spite of these massive changes to our society, we should keep in mind that there continues to be hazardous occupations which put the lives and health of Canadian citizens at risk. Occupations such as mining, longshoring, transportation, construction and manufacturing continue to employ many thousands of people. The vast majority of fatalities and serious injuries, and significant exposures to noise and to hazardous substances occur in these sectors. The toll it takes on individuals and their families is incalculable.

"Dave Ellis, an 18-year-old student from Burlington, Ontario, became entangled in a commercial dough mixer in a bakery. He died on February 17, 1999. It was his second day on a job that was to last only three weeks.

At almost the same time, 19-year old Tilbury worker Jared Dietrich died on his second day on the job because there was no proper guarding on his machine.

Ivan Golyashov, 16, was killed in a similar accident to David's in an unguarded dough maker in a Toronto bakery.

Steve MacDonald, 20, was killed three months after Ivan when he became entangled in a metal lathe in Milton."

Buzz Hargrove, CAW, article in the *Globe and Mail*, July 19, 2000

The Labour Program of Human Resources Development Canada is entering the 21st century well armed with a modern legislative tool, i.e., the newly amended Part II of the *Canada Labour Code*. While some difficulty was encountered when the Labour Program was amalgamated with Human Resources Development Canada, and the subsequent Program review, steps have been taken to ensure a coordinated and effective response to any problems that might arise in the workplaces under federal jurisdiction. The officers in the field are ably supported by a cadre of specialist engineers at the National Headquarters. The Industrial Hygiene Laboratory provides excellent service in the areas of instrument purchase and maintenance, chemical analysis and advice on measurement techniques. The Occupational Safety and Health Compliance Unit ensures uniform application of the *Code* and the *Regulations* by liaising between the field staff and Legal Services. The Labour Program is working on regulations which would require employers to take actions to prevent occupational injuries and

disease, rather than deal with them after the fact. The issue of violence in the workplace is being thoroughly examined to see if regulatory action is necessary. The Labour Program continues to be actively involved with the International Labour Organization and the North American Free Trade Agreement partners on matters related to occupational safety and health.

A fitting way to end this article is by quoting Gerry Blanchard, Director General, Operations, who said the following in his address to the 10,000 or so occupational safety and health professionals at the annual conference of the American Industrial Hygiene Association held in Toronto in June 1999:

"We face some daunting challenges, to be sure, but I feel confident that, by working together, we can make the workplace what it is supposed to be—safe, healthy and productive."

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THE EVOLUTION OF LABOUR LAW AND SOCIAL SECURITY OVER THE PAST 100 YEARS

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The purpose of this article is to provide a brief overview of the improvement in workers' living and working conditions over the last hundred years from two points of view: the development of labour laws in response to social and economic changes and, conversely, the role of these laws in social and economic development. The underlying assumption is that the evolution of labour law is closely linked to the evolution of social security, and vice versa. Finally, it looks at the current challenges facing governments, employers and unions.

Genesis of the New Society

It is quite apparent while examining the history of the industrial revolution in England, the United States and Canada to see how the change in the means of production in the 19th and 20th centuries transformed the nature of labour relations and social relationships. Simply put, large numbers of farm workers left for the city to work for other people, to sell their work for a wage. This unprecedented economic and social upheaval spawned a new type of citizen, the wage earner, and a new form of work organization based on standardized production and a specialized division of labour.

The mounting socio-economic consequences of rapid industrialization started to become evident in the 1880s, particularly in the towns and cities. The living and working conditions of wage earners quickly became a matter of concern as witnessed by the growth in the union movement.

The following account from 1887, taken from a study prepared for the Royal Commission on the Relations of Labour and Capital, illustrates the conditions of the working class in the late 19th century: *[Translation]* "A young woman who worked hard from Monday morning to Saturday evening for a paltry \$3 or \$4 in wages would find on payday that 25¢ or 50¢, or even a dollar, had been deducted from her pay because of some minor violation of the rules or a foreman's pettiness."¹

At that time, both individual and collective efforts by workers to improve working conditions were often met with intimidation or prosecution. It should be noted that in the mid-19th century, the law recognized only strict legal equality between individuals. Any employee who unilaterally broke his or her employment contract was committing a criminal offence. Workers who walked off the job en masse were charged with criminal conspiracy for unduly interfering with the employer's hiring freedom. In 1872, striking typesetters in Toronto were in fact charged with criminal conspiracy under common law and convicted.

In addition to their inability to secure decent working conditions, workers and their families faced many other social problems. These included a high infant mortality rate, child neglect, juvenile delinquency, spreading slums – in short, growing poverty and destitution in the cities as well as in the countryside. Government intervention was therefore needed to limit the negative impacts on individuals and families.

The following comment from a study by Jean H. Gagné sums up the social context of an era when poverty and the exploitation of workers were all too widespread: *[Translation]* "It was at this time that employer-employee relations began to lose their individual character. On the whole, workers were hardly in an enviable position. Conflicts had broken out or were on the horizon. The rising trade union movement had to fight the hardening employer position. Solutions

¹ Fernand Morin and Claudine Leclerc, "The Use of Legislation to Control Labour Relations: *The Quebec Experience*," in *Labour Law and Urban Law in Canada*, Yvan Bernier and Andrée Lajoie, eds. (Ottawa: Minister of Supply and Services Canada, 1986), Vol. 51, p. 86. Studies commissioned by the Royal Commission on the Economic Union and Development Prospects for Canada.

had to be found to these new problems. Thus emerged one of the key roles of government....”²

And thus emerged employment policies, labour law and social programs. Indeed, many social and economic policies of the 20th century stemmed from the desire to ensure a minimum standard of living for all Canadians. To this end, governments formulated policies to promote job creation. They sought to protect workers from all forms of exploitation by setting minimum labour standards, such as the minimum wage. They legalized union activity and regulated the collective bargaining process. They implemented income redistribution programs to help the poor. They promoted equal opportunity by providing “free” education and health care.

Creation of a New Body of Law: Labour Law

In broad terms, labour law developed along two main lines: laws legitimizing and regulating union activity (collective rights), and laws to protect wage earners against working conditions deemed dangerous or socially unacceptable (individual rights).

Development of Labour Law Concerning Union Activities

It should be borne in mind that trade unionism in Canada began as an illegal activity that only gradually became legal. At the beginning of the industrial revolution, governments refused to intervene in the free labour market to regulate employee-employer relations. Their role was confined to allowing the free flow of goods and services, ensuring free competition and guaranteeing order and public security. It was not until the widely condemned trial of the Toronto typesetters and pressure from labour that Parliament passed the *Trade Unions Act* in 1872 so that collective action by workers would no longer be considered a criminal act. In the same year, Parliament amended the *Criminal Code* to curb prosecutions for striking and picketing. Workers obtained the right to form unions and to walk off the job en masse without incurring penalties. However, employers still had the right to refuse to bargain. Governments had shifted from a position of hostility to the union movement to a position that could be described as neutral.

The government's hands-off attitude toward labour relations was gradually replaced by more interventionist policies. In 1907, Parliament took a clearer position in favour of collective bargaining when it passed a bill requiring employers to bargain with unions through intervention of an official conciliation board. The goal was to protect the public interest by avoiding costly work stoppages in strategic sectors such as mines, transportation and utilities. The collective bargaining right was recognized, but there was no mechanism in place to compel employers to bargain in good faith.

World War II: A Catalyst

It was not until World War II that the legitimacy of union activity was clearly enshrined in federal legislation. The war caused profound social and economic upheaval in Canada. It ended the most severe unemployment crisis the country had ever experienced and substantially raised the standard of living for most Canadians. One of the most significant consequences was to further accelerate the process of industrialization and urbanization. Prosperity was back.

For the first time in Canadian history, the country experienced a labour shortage. The massive influx of women into the labour market solved that problem, and fundamentally changed the face of society and the labour market. Industrial processes became increasingly complex and advanced, requiring a more skilled work force. War industries gave a large number of workers the opportunity to acquire new skills. Similarly, members of the armed forces received occupational training.

By 1943, with the outcome of the war becoming increasingly clear, unions began to chafe at the stringent conditions imposed on workers under the *War Measures Act*. Numerous strikes broke out and the labour situation started to look more like 1919, the record year for labour unrest in Canada. Although the right to collective bargaining was legally recognized, no mechanism yet existed to compel employers to bargain in good faith. The chairman of the National War Labour Board informed Prime Minister Mackenzie King that a number of strikes had broken out across the country, not over wages or work schedules but because workers were being refused the right to

² Jean H. Gagné and Gérald Trudel, *La Législation du travail dans la province du Québec, 1900-1953* (1955), p. 4. Study prepared for the Royal Commission of Inquiry on Constitutional Problems.

organize and bargain collectively. He recommended that Canada pass its own version of the *Wagner Act*, an American law passed in 1935, during the depression.

In February 1944, Cabinet approved Order in Council P.C. 1003, which required employers to bargain in good faith and make an honest effort to reach agreement with certified unions. Failing to do so would be considered an unfair practice and could lead to civil and criminal penalties. To make such negotiation possible, the Order in Council enumerated certain practices that were expressly forbidden. For example, an employer could not fire an employee for union activities. Also, employers were forbidden to participate in the financing of the union organization, so that unions would not be dominated by employers or become company unions.

It remains unclear whether the federal government had fully weighed the implications of issuing this order in council, inspired by the *Wagner Act*, during wartime. There is no evidence that the economic principles that prompted the American government to pass the *Wagner Act* had any influence on the Canadian government's decision. United States President Franklin D. Roosevelt believed that promoting collective bargaining by compelling employers to bargain would give workers higher wages, increase their purchasing power and have a positive impact on economic growth and employment.

The Canadian government was apparently more concerned with reducing labour stoppages than with raising wages or creating jobs. It clearly did not dwell on the fact that the American model had been designed during the crisis of the 1930s depression to deal with an economic problem, not with social unrest. Neither was it clear whether the decision was made in order to provide effective social and economic policy in peacetime. Nonetheless, it should be noted that once workers were in a stronger position at the bargaining table, the union movement quickly gained momentum and grew in numbers and in the ability to influence public policy.

The labour law established under P.C. 1003 profoundly influenced all subsequent development of labour relations legislation in Canada. It had a direct influence on most provincial labour relations laws. The system had worked well during the war, so it was natural that it should be maintained in peacetime, especially since all parties benefited – there was no going back.

Beginnings of Social Security

The war also paved the way for the development of Canada's social security system, which was created to improve the living conditions of workers and their families. The socio-economic consequences of the war, coupled with the economic crisis of 1929, cleared away all the barriers that might have previously prevented the development of social security programs. The war had mobilized workers at all levels and fostered specific ideas and expectations about the distribution of wealth.

In 1942, the president of McGill University and the Minister of Pensions and Health discussed the Beveridge Report (a British report on social security) and decided to design a social security program for Canada. This task was given to Leonard Marsh, the man who had for the previous 10 years been co-ordinating McGill's social research program, the man who was to become the father of the Canadian social security system.

In 1943, Leonard Marsh tabled the report that is a landmark in the history of social security in Canada. *The Report on Social Security in Canada*, better known as the Marsh Report, summarized the research and thinking about social security in Canada, the United States and Great Britain. For the first time in Canada, a report demonstrated that a social welfare system, supported by a full-employment policy, could pull people out of poverty and guarantee them a minimum income. Marsh proposed that wage earners be insured against the risk of unemployment, disability and illness, and that female workers receive maternity benefits. Social security benefits would also be paid to retirees and to workers with a permanent disability. In addition, Marsh proposed family allowances and a health care insurance plan.

Labour unrest and the growing popularity of the Co-operative Commonwealth Federation prompted Prime Minister Mackenzie King to opt for a more progressive social and economic policy. In 1944, Mackenzie King brought in a universal family allowance program. He also promised universal hospital and health care insurance and full employment after the war. However, it was not until 1957 and 1966, respectively, that hospital and health care insurance became a reality.

Commentary

It is evident that the events and conditions of World War II were the key determining factors in the development of Canadian industrial relations legislation and Canada's social security system. But where are we today?

Union representation is based on certification at the level of the individual establishment. But there are increasing numbers of workers who are not in that employer-employee relationship. What can be done for part-time and seasonal workers, and those in the thousands of retail and service jobs? What mechanisms would enable these workers to negotiate working conditions, or improve access to social security?

Development of Labour Law to Protect Wage Earners

By the end of the 19th century, in parallel with the laws to regulate union activity, a body of laws and regulations was developed (albeit in a somewhat piecemeal fashion) to redress various practices considered to be abusive, unjust and likely to lead to social unrest.³

The labour standards in place today, both federal and provincial, were introduced gradually and sporadically (at least until recent years) to address specific problems. We can trace this process by focusing on certain milestones.

The first labour standards laws (starting in 1884 in Ontario) tackled the most urgent problems. For example, operating a factory that endangered or compromised the health and safety of employees was prohibited. Rules were established governing matters such as the age at which children could work, and the length of the workday for girls and women, and for boys under the age of 14.

Adequate compensation for workers suffering an industrial injury was later added to the requirements concerning accident prevention. The principle of employer liability was introduced. Ontario's *Workmen's Compensation Act* of 1914 gave rise to the first social insurance program in Canada. For the first time, there was a law protecting workers against loss of wages

due to an occupational injury or disease. Workers were guaranteed compensation regardless of their employer's financial position. On the other hand, workers had to renounce their right to sue their employer.

The idea of minimum wage legislation emerged later. Laws were enacted in Manitoba and British Columbia in 1918. Some businesses that were willing to pay decent wages supported the measure, fearing they would be unable to compete with competitors that cut production costs by paying inadequate wages. At first, the minimum wage applied only to women and girls. The minimum wage for both genders was introduced just before or shortly after the Second World War, depending on the province.

It is undeniable that the minimum wage legislation was important as social policy. There is overt recognition of this in two introductory "whereas" clauses in Quebec's 1940 *Minimum Wage Act*, which referred to the high social purpose attributed to labour laws of this type at the time: "*Whereas social justice requires the regulating of labour whenever the economic situation involves unjust conditions for the employee,*" and "*Whereas the tolerating of the forced acceptance of insufficient remuneration is to fail to take into account the dignity of work and the necessities of an employee and his family.*"⁴

It was not until the end of the Second World War, however, that labour laws required employers to grant workers paid vacation after a certain number of years of service.

For 25 years after World War II, there were no major changes to labour standards. Prosperity, economic development and the growth of the union movement may explain why there was less concern with labour standards during that period. It should also be noted that the 1950s and 1960s were watershed decades in the history of social welfare in Canada. Major social security programs such as hospital and health care insurance, the Guaranteed Income Supplement, the Canada Pension Plan and its counterpart the Quebec Pension Plan, and the Canada Assistance Plan were created at this time. It is not surprising, then, that the development of these programs monopolized the attention of the public.

³ Robert P. Gagnon, Louis Lebel and Pierre Verge, *Droit du travail*, 2nd edition (Quebec City: Les Presses de l'Université Laval, 1991), p. 29.

⁴ Quebec, *Minimum Wage Act* 40 S.Q., Chapter 39.

It was not until the 1970s, particularly toward the end of the decade, that existing labour standards were strengthened across Canada and new ones were introduced. What were the factors that induced governments to amend their labour laws? In the mid-1970s, the number of workers on strike was four times greater than it had been in the mid-1960s. Canada had the worst strike record of all industrialized countries, prompting governments to review their labour laws. Statistics for 1976 on the number of person-days lost to work stoppages per year suggested that our labour legislation, with all its mechanisms aimed at preventing strikes and lockouts, was a dismal failure.

Among labour standards introduced in the 1970s were a binding enforcement mechanism (for the first time) for labour standards; also there was new protection from unjust dismissal, including reinstatement of employees who were dismissed unlawfully or without cause.

Commentary

It goes without saying that labour standards have had a positive impact on workers. They constitute important gains that workers do not want to lose. However, not all issues have necessarily been resolved. For example, non-standard working arrangements such as home-based work and telework are a challenge to governments and their traditional means of enforcing labour standards. Canadian legislation has only partially kept pace with this new development.

Policy Challenges for 2000

The challenges posed by a fragmented work force consisting of a core of workers with security and protection and a peripheral or fringe work force without these advantages raise fundamental questions about our goals as a society. Workers and their families are concerned about issues such as job and income security, the need for a healthy balance between personal and professional responsibilities, access to public and private benefits and strategies for sharing productivity gains.

Improvement in Canadians' standard of living and in business productivity will depend on the ability of the workplace to adapt to change and to devise innovative methods of production and work organization and innovative employment relationships. It will also depend on how the workplace is used to help employees obtain protection for themselves and their families.

Currently, most social security schemes are based on an employment model where the norm is permanent, lifetime employment and where workers withdraw from the labour market at the end of their working life. If, as expected, "traditional" work structures continue to change, it will have a significant long-term impact on social policy. Governments will have to provide appropriate social assistance programs to support the numerous forms of employment that will become increasingly common.

The political challenges for governments and for management and labour can be summed up in a single question: How can workers' economic security be reconciled with the flexibility businesses need? This question raises other questions:

1. How can appropriate support be provided for businesses, particularly small businesses that want to change but lack the resources or skills to do so?
2. How can the training and reskilling that workers need be accomplished so that the work force meets the growing requirements for qualifications and skills?
3. How can income security programs be adapted to reflect the new forms of employment?
4. How can the new trends in employment be used to promote the inclusion of employment equity target groups?
5. How can the current legal framework be modernized to reflect the new trends in employment?
6. What can be done to enable workers to participate fully in organizational change?

The organization of work can be modernized only by businesses themselves, with help from employers and employees – and their representatives – keeping in mind the different situation in each industry, company or organization and the speed of change.

The challenge for employers is to effect a fundamental renewal of their organization so as to instil a climate of trust and partnership, based on the concepts of flexibility and security. The challenge for labour is to make sure it plays a constructive and active role in

the innovation and modernization processes within business and maintains a balance between its social and economic objectives.

Governments, for their part, can stimulate debate and facilitate the introduction of new forms of work organization by publicizing best practices and making them easily accessible. Decision makers must therefore understand what is happening in businesses in order to encourage informed public debate and must take new developments into account when setting policy and modernizing labour and social legislation.

Conclusion

Over the last hundred years, there has been extensive government intervention to address major social issues such as health, education, the flight against poverty and exclusion, income security for workers and seniors, the abolition of child labour, and equality of

men and women. Governments were quick to understand that the benefits of economic development must be shared more equitably among all and that protecting the most vulnerable members of society must be a priority in government policies and programs.

It is true that government intervention was and still is necessary to redress the imbalance between rich and poor and to ensure a measure of social peace and justice. The purpose of labour laws is to rein in the 'laws of the free market' and ensure civilized conditions for those who work for others. Meanwhile, social programs help provide minimum living conditions for all citizens, and that minimum tends to evolve with time. It can also be said that labour laws strengthen social security programs and vice versa; hence it is important to co-ordinate labour policy and social policy. Labour laws provide protections and working conditions that contribute to the security of workers and their families.

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MINIMUM WAGES AND WORKING TIME DURING THE LAST CENTURY

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Before 1900

Canadian workers had very few rights at the turn of the 20th century. Essentially, workers' rights were limited to those of Masters and Servants Acts allowing workers to recover unpaid wages by means of a summary proceeding before the courts. However, legislation provided additional wage recovery protection for mechanics. The recovery of damages by injured workers was even less certain and more problematic. However, the working class had just recently won the right of association to negotiate better working conditions; until 1872 this had constituted the crime of conspiracy, punishable by imprisonment.

The only other laws to protect workers were Mining Acts and Factory Acts. A *Mining Act* was first adopted by Nova Scotia in 1858, whereas Factory Acts were adopted in Ontario and Quebec around 1884.

Although the rationale for the factory laws was very different from that behind the mining laws, they both contained similar provisions. Factory Acts, it appears, were adopted because "it was reasoned that the health and morals of women might be threatened by night work" (Miller, 1975:165). Children had just been taken out of the mines—only to be put into factories, where the work was equally dangerous. Legislators were slowly becoming aware of the fact that children had to be properly protected and educated to secure the future of the nation. Thus, the first truancy and public education acts appeared at the time of the industrial revolution.

However, excessive hours affected not only women and children. The standard work week in the Canadian manufacturing sector in 1870 was approximately 64 hours. The common belief was that a reduction in hours of work could be achieved only through technological advances resulting in productivity gains. Productivity gains were indeed responsible for a

reduction in hours of work, but the bulk of these gains were not due to technological change. They occurred simply because workers, being less exhausted from overwork, became more productive (*Working Time and Distribution of Work*, 1994:2).

With industrialization and the gradual acceptance of the government's responsibility to protect the fundamental rights of its citizens, a large body of labour legislation came to be developed over the next few decades.

From 1900 to 1909

Census data indicate that the number of employees in the manufacturing sector rose from about 299,000 in 1901 to 372,000 by 1911. There was a constant increase in economic activity as the population grew to over two million people, mostly due to immigration.

Union members numbered 133,132 in 1911. The increasing importance of the labour movement gave rise to new demands by the working class for Parliament and the provincial legislatures to improve conditions of work. Indeed, the 8-hour day was established largely due to the persistent demands of unions in the mining industry. However, the weekly hours of work decreased very little. From about 64 hours a week in 1870, the average work week was reduced to about 60 hours in 1900.

Fair Wages

In March 1900, upon the recommendation of the first Deputy Minister of Labour, W.L. Mackenzie King, the federal government formally intervened for the first time in the fixing of labour conditions. The House of Commons Policy on Fair Wages required the payment of fair wages to workers employed on publicly funded

— With a contribution from Denis Dupont. This article presents an overview of labour standards legislation affecting working time (including leaves) and minimum wages over the last century. The article borrows generously from: Lorentsen and Woolner, *Fifty Years of Labour Legislation in Canada*; *Labour Legislations of the Past Decade: 1951-1960*; and the various yearly reports prepared for the Canadian Association of Administrators of Labour Legislation from 1960 to today.

construction contracts, and also provided that “workers would not be required to work in excess of the hours of work generally considered as prevailing in the trade and region where work is carried out, except in the case of an emergency requiring the protection of human life or of private property.” (*Report of the Proceedings of the Special Committee on Bill No. 21*, 1910:421) According to Lorentsen and Woolner, the federal government’s adoption of this policy resulted in wide acceptance of the principle of fair wages in Canada.

The Lord’s Day

In 1906, the federal government adopted the *Lord’s Day Act* for the preservation of the Sabbath, using its constitutional power to enact criminal laws. Indirectly, this Act, as well as similar provincial acts, helped establish the weekly day of rest, a matter that is still covered by labour standards laws today.

From 1910 to 1919

The century’s second decade was marked by the First World War, increasing industrialization and a great demand for labour. The unionization rate rose dramatically – unions counted some 378,047 members in 1919 – creating conditions more favourable to the adoption of labour legislation. Gradually, it was accepted that the government should enact laws to eliminate excessively low wages, excessively long hours of work and unsafe working conditions.

Minimum Wages

The labour movement generally considered that it could do a better job than the government of ensuring good wages for men. But women, according to the American Federation of Labor, “do not organize as readily or as stably as men; they are therefore more easily exploited.” Minors also needed the State’s intervention. Thus, government stepped in. By 1920, six Canadian provinces had enacted minimum wage legislation applicable to women in some types of employment.

The legislation generally required that boards consisting of employer and employee representatives hold investigations and issue minimum wage orders for employed women in shops, factories, offices, hotels and restaurants. The first minimum wage rates varied from \$9.50 to \$12 per week. The rates were based on the estimated cost of living for a single woman.

International Labour Organization (ILO)

The interest in social legislation following the war found expression in the Treaty of Versailles and in the setting up of the International Labour Organization in 1919. ILO Convention 1, adopted that year and ratified by Canada in 1935, established the principle of an 8-hour day and a 48-hour week.

From 1920 to 1929

As men returned from the front and tried to find employment, a brief recession occurred. By 1924, however, employment had returned to a high level, and prosperity continued until the crash of 1929.

Minimum Wages

In 1925, British Columbia adopted the first *Men’s Minimum Wage Act*. Not until the next decade did any other province follow its example. Although there was growing interest in the idea of a minimum wage for all, there were fears that “the minimum tends to become the maximum.” Studies of the time showed that minimum wage legislation appeared to have raised the entire wage scale in industries covered by minimum wage orders.

Hours of Work

During this decade, many Canadian provinces adopted the 8-hour day, which unions were continuing to demand. However, the 48-hour week was still the exception. Moreover, hours of work legislation covered only women and children. “A weekly limit for men became established only after the Depression of 1929 and, until the middle of the 60s, only five Canadian provinces had enacted such legislation.” (*Working Time and Distribution of Work*, 1994:14)

From 1930 to 1939

The 1930s, the years of the Great Depression, were characterized by high unemployment and a general collapse of wages and working conditions. Every level of government – municipal, provincial and federal – was called upon to provide gainful employment through public works or direct social assistance. Legislators also examined existing labour laws with a view to strengthening their protection for those still employed.

Fair Wages

In 1930, the federal government took the first of many legislated measures it would take to attempt to alleviate the effects of the depression: it adopted the *Fair Wages and Eight Hour Day Act*, which replaced the Fair Wages Policy of 1900. In 1935, this Act became the *Fair Wages and Hours of Labour Act*, the name it still bears today. Beyond the change of name, provision was made for the adoption of an 8-hour day and 44-hour week. It was recognized that the norm “generally considered as prevailing in the trade where work is carried out” was not a firmly enough established standard to constitute an easily measurable and enforceable labour standard.

Attempts by the Federal Government to Enact Labour Standards Legislation

The federal government stepped up its efforts to pry the country out of the depression. In 1935 it adopted the *Limitation of Hours of Work Act*, the *Minimum Wages Act* and the *Weekly Rest in Industrial Undertakings Act*. Canada also ratified ILO Convention 1, among others, which established the principles of the 8-hour day and 48-hour week.

In 1925, England’s Privy Council had ruled in the case of *Toronto Electric Commissioners v. Snider* (1925) A.C. 396 (P.C.) that the enacting of laws respecting the settling of disputes relating to, among other things, minimum wages and hours of work fell principally within the provinces’ powers under their exclusive constitutional right to regulate “property and civil rights.”

“Recognizing this fact, the Prime Minister nevertheless took the stand that such legislation if made pursuant to a treaty was within the competence of the Parliament of Canada. Parliament then ratified three ILO Conventions dealing with hours of work, minimum wages and weekly rest and enacted three statutes giving effect to these Conventions. These statutes were declared *ultra vires* of the Parliament of Canada in 1937 by the Privy Council ...” (Loretsen and Woolner, 1950:33)

The federal strategy to rely on its constitutional powers relating to international treaties had failed. Twice in a row, in 1925 and in 1937, the Privy Council had rejected the attempts by the federal government to adopt labour standards legislation. The only federal

law dealing with standards was now the *Fair Wages and Hours of Labour Act*. Things were to remain this way until 1958.

Most provinces, however, rapidly exercised their legislative powers, not only to fill the juridical vacuum and occupy the constitutional field, but also to attempt to alleviate the pernicious effects of the lingering Great Depression.

Minimum Wages

Several years of depression resulted in a drastic decline in standards of wages and hours of work. In 1934, the Report of the Price Spreads Commission revealed facts on hours of work and wages that shocked the country. The Report showed that it was men, this time, who were at a disadvantage. Indeed, most employers were engaged in a ruthless fight for survival, the consequences of which were invariably borne by employees. Employers would allege they were forced to cut prices and wages to stay in business, because their competitor down the street was doing so. Employees did not have much choice in the matter, and would accept the cuts to avoid joining the long lines of workers on the dole. (Hébert, 1963:161)

The absence of minimum wage legislation for men resulted in men being employed at wages below the minimum wages for women. Hence, it was proposed that minimum wage legislation should be applied to men as well. This was accomplished either through separate minimum wage legislation for men or through amendments to the statutes applying to women. Some legislation was modified to stipulate that where a minimum wage had been fixed for women, male workers could not be employed at a lower wage.

According to Loretsen and Woolner, the fear was that men, preferring to avoid the shame of unemployment, would accept working at a rate lower than the minimum wage set for women in similar jobs. Provinces moved to correct some of the obvious inequities with respect to minimum wage laws, by extending their application to men (Manitoba and Saskatchewan in 1934, and Ontario and Quebec in 1937) or by adopting separate acts applying to men (Alberta in 1936, following the 1925 example of British Columbia). By the end of the decade, only Nova Scotia’s law did not apply to men. Prince Edward Island and New Brunswick had not yet legislated on this matter. In addition, some

legislation was modified to stipulate that where a minimum wage had been fixed for women, male workers could not be employed at a lesser wage. Alberta adopted such a provision in 1925. In 1934, British Columbia, Ontario and Quebec did so as well.

Hours of Work

With respect to hours of work, provincial legislation addressed two key points with the express intention of correcting abuses: first, a reduction in the excessive hours of work; and second, a redistribution of available working time. For example, regulations under Quebec's *Limitation of Hours of Work Act*, which applied in the construction trades, established the 40-hour work week, only to raise the limit to 48 hours when the worst of the depression was over and business had recovered.

Laws for general application were adopted using the same approach as used for the minimum wage laws. Just as British Columbia had done in 1923, many provinces extended the application of the 8-hour day and 48-hour week limits to both sexes. The rationale for these provisions may at first glance appear to be connected to equality rights, but the principal objective was to ensure redistribution of hours of work among men, women being politely asked not to usurp the available jobs.

Quite innovatively, to ensure that no loopholes could be exploited in relation to actual hours worked and "... to guard against payments below the minimums for slightly reduced hours, the stipulation was added in most acts that the rates applied to a certain weekly work period, with higher rates being set for part-time and overtime work." (Lorensen and Woolner, 1950:34)

Juridical Extension

Quebec introduced the concept of juridical extension of rights in 1934, with the adoption of the *Collective Agreement Decrees Act*. This type of legislation was quite widespread overseas at the time. During the decade – in Alberta, New Brunswick, Nova Scotia, Ontario and Saskatchewan – the model was adapted to apply to situations where unions were not influential enough to play a large role in the implementation of industrial standards acts. In 1967, Prince Edward Island also adopted this type of law.

In accordance with this model, a type of hybrid regime between labour standards laws and collective bargaining, a decree was passed by the government

to juridically extend to all workplaces within an industry and region the working conditions prevailing in that industry. In Quebec, the parity committees, composed of unions and employer associations in a given sector, would make the request for a decree extending the standard-setting clauses of a collective agreement. These laws helped prevent the worst abuses by removing working conditions from unfair competition (Bernier, 1986; Brennan, 1993). The acts appear to have slowly lost their relevance over time, but are nevertheless part of our labour legislation heritage.

The question may be put whether the 1930s demonstrated the relative lack of effectiveness of labour standards laws during severe economic crises. Indeed, as the experience of post-war years would show, improved worker protection seems to depend upon economic stability and prosperity.

From 1940 to 1949

World War II shook Canada out of its economic torpor. Canada quickly became one of the largest armaments producers, which resulted in major developments in the labour market. Union membership, for instance, rose from 358,967 in 1939 to 977,594 in 1948.

Many special emergency measures were taken by the federal government under the authority of the *War Measures Act*, including the extension of the benefits of collective bargaining. Incomes and the standard of living increased dramatically, to the point where it became necessary to regulate inflation caused by the sudden increase in wages. Before the end of 1942, wage, price and employment controls were imposed.

Annual Vacations with Pay

Labour being in great demand and subject to strict quotas, it had become difficult to effect reductions in working time. Unions decided therefore to concentrate their efforts on obtaining annual vacations with pay for all workers. Those efforts began to come to fruition in 1944. Before the end of the decade, six provinces – Ontario, Saskatchewan, Alberta, British Columbia, Quebec and Manitoba – had legislated on this matter.

Hours of Work

Three provinces – Alberta, British Columbia and Ontario – adopted legislation establishing an absolute limit on hours of work per week (48 in Alberta and Ontario, and 44 in British Columbia). Manitoba and

Saskatchewan established standard hours of work (in Manitoba, 48 hours for men and 44 for women; and in Saskatchewan, 44 in urban centres and 48 elsewhere), beyond which hours were to be remunerated at the overtime rate.

Minimum Wages

Wages had been frozen at 1941 levels throughout the war. Once the war ended, minimum wage rates began to rise quickly. The practice of the minimum wage boards was to examine the overall economic situation and establish rates either for general application or for specific categories of employees within certain sectors or industries. A general trend had developed during the 1940s of extending the benefits of the minimum wage orders to more and more employees.

From 1950 to 1959

In 1950, the average work week fell dramatically to 43 hours, largely due to the continuing economic expansion. However, the length of an actual average work week had no apparent connection with the legislated norm, which was generally 9 hours per day and 48 or 54 hours per week, sometimes longer. Moreover, “in the ensuing 10-year period there were few important changes in hours legislation. Hours were reduced to some extent in Alberta and in Newfoundland and coverage was extended in Manitoba and in Saskatchewan.” (*Labour Legislation of the Past Decade*, 1963:11-12)

Hours of Work

Early in the decade, Alberta and Newfoundland reduced hours of work to 44 hours per week in urban centres. In 1959, Newfoundland again reduced the weekly limit to 40 hours for shops in St. John's. Saskatchewan widened the coverage of its *Hours of Labour Act* to match that of its *Minimum Wage Act*. “There also is some indirect regulation of hours by virtue of provisions in minimum wage orders requiring the payment of an overtime rate after a specified number of hours of work per week.” (*Labour Legislation of the Past Decade*, 1963:12)

In 1959, Saskatchewan adopted a provision on the “maintenance of earnings” in its *Hours of Labour Act*, directly inspired by the language of collective agreements. It stipulated that where there was a

reduction in the previously established hours of work of an employee, there could be no reduction in that person's weekly earnings.

Vacations with Pay

It was in 1958, with the adoption of the *Vacations with Pay Act*, that the federal government once again attempted to exercise its legislative powers relative to labour standards. But it carefully limited the scope of the *Act* to the federal businesses, works and undertakings enumerated in section 91 of the *Constitution Act*, 1867. The annual leave was one week with pay after one year's service with the same employer and two weeks after two years' service. Indeed, the federal government's powers to enact laws with respect to the businesses enumerated in section 91 had been established in 1955 by the Supreme Court of Canada in the case of *Eastern Canada Stevedoring Co. Ltd.* (1955, 3 DLR 721)

New Brunswick (1955) and Nova Scotia (1959) also adopted new vacations with pay acts. The New Brunswick act applied in only two industries – mining and construction – where, according to the Minister of Labour, “a legal standard appeared to be necessary because there was year-round employment and vacations with pay were quite generally granted.” In Nova Scotia, the leave was of general application, the only exceptions being lumber, commercial fishing, farm and domestic workers. In both cases the length of the leave was one week after one year's service, following the lead of Ontario and Quebec. At the end of the decade, only Saskatchewan, British Columbia and Manitoba provided two weeks' vacation after one year of service.

Statutory Holidays

Only two provinces, Saskatchewan (eight paid holidays since 1947) and Manitoba (seven paid holidays since 1952) provided paid statutory holidays to most employees. However, almost all provinces required commercial establishments to be closed on Sundays and on specified holidays, without requiring that employees be paid for a day not worked. In Quebec, the decrees under the *Collective Agreement Decrees Act*, which applied to some 300,000 workers at the time, usually contained clauses providing paid general holidays.

Minimum Wages

At the beginning of the 1950s, nine provinces had established minimum wage laws. The 10th province, Prince Edward Island, did so in 1959 for women and in 1960 for men. Minimum wage orders applying to men had become universal and the minimum wage differential between men and women had almost disappeared by the middle of the decade. Nova Scotia and Newfoundland maintained the differential until the early 1960s, and Prince Edward Island retained it until 1974.

During the decade, the trend toward extending minimum wage rates to all workers and reducing the number of special rates for different categories of workers or industries gained momentum. However, five provinces still had higher minimum wages for people working in urban centres because the cost of living was higher there than in rural areas. Four provinces established lower minimum rates for young workers and inexperienced workers.

The Entry of Women into the Labour Market

During the war, a large number of women had taken over jobs left by men who had gone to fight. Some of these women returned to their homes after the war, leaving their jobs to the men returning from the front. Indeed, to encourage the employment of veterans, married women were prohibited from occupying positions in the federal public service right up until 1966. However, a great many more women stayed in the labour market, some by choice, others by necessity.

The world had changed and the first signs of a new phenomenon were emerging. During this period, "Parliament and seven provinces enacted legislation designed to prevent economic discrimination against women solely on grounds of sex." (*Labour Legislation of the Past Decade*, 1963:27) The first provisions on equal pay for equal work appeared in Ontario in 1952. Similar provisions were adopted in Saskatchewan, British Columbia, the federal jurisdiction, Manitoba, Nova Scotia, Alberta and Prince Edward Island before 1960.

From 1960 to 1969

During the 1960s, legislative developments kept pace with the growing economic prosperity of the post-war period.

Minimum Wages

The task of consolidating and simplifying the various legislative and regulatory measures dealing with labour standards began during this decade. The minimum wage came to apply to many more categories of workers that had previously been excluded. For example, New Brunswick adopted in 1965 five new orders that, between them, applied to almost all workers in the province. That same year, Alberta adopted an order setting rates for all workers according to region, age, and even hours of work. Workers who worked fewer than 40 hours a week were entitled to an hourly rate, whereas those who worked 40 hours or more were entitled to a weekly rate. In Ontario, minimum wage protection was extended to the tourism industry, so that only a few rare exclusions remained. In 1968, New Brunswick repealed its provisions excluding part-time employees working fewer than 4 hours a day or 24 hours a week from the minimum wage. In 1969, three provinces – Prince Edward Island, Nova Scotia and Newfoundland – established different minimum wage rates for men and women.

Hours of Work

How ever active the 1960s may have been in terms of legislated advances, the impressive progress in the reduction of working time over the preceding 15 years seems to have just petered out. "Thereafter, the pace of change slowed considerably. In the 20 years between 1965 and 1985, the average number of normal hours of work in manufacturing fell to just over 39 hours." (*Working Time and Distribution of Work*, 1994:14) On the international stage, the International Labour Organization had brought into force in 1957 a convention, dating from 1935, that established the standard at 8 hours per day and 40 hours per week (8/40); however, Canada has yet to ratify this convention.

Nevertheless, British Columbia (1964) and the federal jurisdiction (1965) undertook to reduce hours of work progressively to the 8/40 model. With respect to British Columbia, "the 40-hour standard was implemented during the year in relation to factories, shops, office buildings, hotels, restaurants, laundries, the construction industry, as well as certain other establishments." (*Recent Legislative and Administrative Developments*, 1964:16)

The coming into force, on July 1, 1965, of the *Canada Labour (Standards) Code* established the 8/40 standard in federal businesses, works or undertakings. In order

to avoid undue hardship in the key sectors of the economy covered by this Code, provision was made to allow employers to apply for deferment or suspension of the application of the standard for a period of up to 18 months. Employers could also apply for a ministerial permit to authorize excess hours.

About one year after the Code's adoption, 5,249 such applications had been received. The vast majority of them were rejected, but 250 were resolved by the adoption of special deferment orders applying to specific employers. Three general deferment orders were also adopted for industries where the 8/40 standard was problematic—road transport, shipping and longshoring. The objective of these orders was to allow the parties to solve on their own the problems associated with the implementation of the standard, for example through collective bargaining.

The orders, however, began to expire one after the other, in some cases with no solutions forthcoming. From 1967 to 1982, no fewer than 30 special commissions of inquiry into hours of work in specific industries or occupations had been set up. There still exist today six regulations under the Code whose origins can be traced to one or more of these commissions of inquiry.

Moreover, Manitoba, Ontario, the Yukon and the Northwest Territories adopted the 8-hour day and the 48-hour week for all workers during this period. In Alberta, a 44-hour week was adopted, extending to all workers a 1952 standard that previously applied only to workers in the four largest cities in the province.

In Ontario, the *Factories, Shops and Office Buildings Act* was repealed in 1964, having existed in one form or another for 80 years. It was replaced by the *Hours of Work and Vacations with Pay Act*, which also applied only to women and children. This Act established the maximum at 8/48 hours, even where an employee held more than one job. In 1968, this Act was repealed and replaced with the new *Employment Standards Act*, which applied to men as well as women, maintained the 8/48 standard and provided, for the first time, overtime pay. However, that same year, the Act was amended to provide once again that the prescribed hours of work per day and per week were in fact the maximum. The daily maximum could be exceeded, with authorization from the standards board director, provided the weekly maximum was not exceeded. Shortly thereafter, a

number of regulations were adopted to allow work in excess of the weekly maximum in certain industries, to a maximum of 55 or 60 hours.

In both territories, *Labour Standards Ordinances* modelled on the *Canada Labour (Standards) Code* were adopted; however, standard hours were set at 8 per day and 48 per week.

Various Leave Periods

Alberta (1965), the federal jurisdiction (1965) and British Columbia (1967) adopted their first provisions on statutory holidays with pay, while other jurisdictions added to the number of holidays provided. In addition, the weekly day of rest, wherever possible on Sunday, was extended to almost all employees in Saskatchewan (1960), Manitoba (1962) and Newfoundland (1969). Moreover, in 1962 Manitoba provided that an employee could take compensatory leave in lieu of overtime pay.

Paid statutory holidays were introduced in Prince Edward Island (1967), Nova Scotia (1967), the Yukon (1968), the Northwest Territories (1968) and Newfoundland (1969). During the 1960s, many Canadian jurisdictions also increased from one to two weeks the length of annual vacations with pay after one year of service, or added a second or a third week after 3, 5, 10 or more years. At the end of the decade, all jurisdictions provided annual vacations with pay.

New Brunswick became only the second jurisdiction to provide maternity leave, in 1964. British Columbia had been the first in 1921. New Brunswick provided six weeks of maternity leave. In 1966, British Columbia amended its provisions to increase maternity leave to 6 weeks of pre-natal leave, 6 weeks of post-natal leave, and job protection for up to 16 weeks

From 1970 to 1979

Until now, the provinces had adopted a somewhat piecemeal approach to regulating the labour market. Typically, each had enacted a number of laws and regulatory instruments dealing with minimum wages, hours of work and annual vacations with pay, and applying to various industries, in various regions, either to men or to women and children. During the 1970s, many provinces replaced all these acts by laws of more general application.

In 1969, Saskatchewan consolidated eight different laws into one *Labour Standards Act*. Ontario adopted a new *Employment Standards Act* in 1974. Newfoundland replaced eight separate acts with one in 1977. Quebec adopted a new *Act respecting Labour Standards* in 1978. This trend continued into the 1980s, with the adoption of new acts in Prince Edward Island (1980), Alberta and British Columbia (1981), the Yukon (1985) and New Brunswick (1986). Another example of this consolidation occurred in 1971, when Saskatchewan abolished most of the exclusions under its *Labour Standards Act* to keep only those relating to managerial employees. From here on, the notion of one minimum standard for all would gain wider currency.

Maternity Leave

Following the federal government's decision in 1971 to offer 15 weeks of unemployment insurance benefits during an employee's maternity leave, several jurisdictions amended their labour standards law to protect the jobs of these employees for at least 17 weeks. In June 1974, seven Canadian jurisdictions passed maternity leave legislation: the federal jurisdiction, British Columbia, Manitoba, New Brunswick, Nova Scotia, Ontario and Saskatchewan. Alberta and Newfoundland legislated in 1977, as did Quebec in 1978 (through *Order no. 17 under the Minimum Wage Act*). Quebec also adopted provisions regarding reassignment and leave for the benefit of pregnant or nursing women in 1978.

Hours of Work

In Saskatchewan, the *Labour Standards Act* was amended in 1971 to reduce the work week from 44 or 48 hours, according to the region or the occupation, to 40 hours. Ontario reduced its work week from 48 to 44 hours, effective at the beginning of 1975, as did the Yukon later that year. In 1978, the 8/40 standard also became the maximum hours of work in Manitoba. Newfoundland reduced its standard hours from 8/48 to 8/40 for shop employees and to 8/44 for all other employees. Finally, Quebec established a standard work week of 44 hours in its new *Act respecting Labour Standards*, 1978, proclaimed in 1980.

Minimum Wages

In 1974, all "Canadian provinces and the federal jurisdiction have adopted regulations on the minimum wage. Certain jurisdictions provide different rates for experienced adult workers, young workers and

students. Certain others allow a handicapped worker to be employed at a lower rate, with prior authorization. All jurisdictions, except Quebec, have adopted laws that require equal pay for equal work, and some also require this protection for men." (*Recent Developments concerning the Enactment and Application of Labour Legislation in Canada* 1974:88)

A review of the incidence of minimum wage increases over the last few decades shows a pattern of increases and of activity that is not inconsistent with the economic conditions of the time. Particularly striking is the large number of minimum wage changes during the five-year stretch from 1972 to 1976, a period of high inflation. During that time, minimum wages were changed, on average, more than twice yearly in all 13 Canadian jurisdictions. The years 1980 and 1981 were similarly active periods, contrasting significantly with 1983 and 1984, when only one or two changes occurred in all of Canada. The years 1991 and 1996 also saw a relatively high level of activity, with 10 modifications in each of those two years.

From 1980 to 1989

Much has been written on the major trends affecting the Canadian economy during these years: globalization of trade, international competition, technological changes, the relative stagnation and decline of the traditionally labour-intensive sectors (manufacturing, natural resources and construction), the growing importance of small workplaces, the political shift to the right and neo-conservative policies. Among all these trends one fact is certain: the 1980s were years marked by several economic recessions. The first recession lasted from 1981 to 1983. There followed a recovery, which lasted until 1987, and then a second, shorter recession occurred. A third recession began near the end of the decade and ended only in 1992.

Part-time work had already gained such prominence at the start of the decade that the federal Labour Minister of the time, the Honourable Charles Caccia, appointed a Commission of Inquiry into Part-time Work in February 1982. The Commission's report revealed that 72 per cent of part-time workers in 1981 were women and that the vast majority of them worked, not for "pin money" to buy a few little extras, as was generally thought to be the case, but to supplement the family income to avoid living below the poverty line. (*Part-time Work in Canada*, 1983:103 and fn)

Since 1974, the unemployment rate had increased steadily and remained persistently high, even during periods of sustained economic growth. At the end of the 1980s and into the next decade, Canada had about 1.5 million unemployed workers. In addition, some 760,000 Canadians who were working part-time reported that they desired full-time employment. (*Working Time and Distribution of Work*, 1994:2-3) Part-time workers accounted for nearly 25 per cent of employment, up from 13.5 per cent a decade earlier, and up from 3.8 per cent in 1953. Newspapers increasingly referred to the "jobless recovery".

Working hours continued to decline gradually to the weekly average of 37 hours by the end of the decade, below the legislated standard of 40 hours per week.

"But statistics can be deceiving. The prime reason for the decline in the average hours of work has been that so many more people are working part-time. Full-time workers have retained virtually the same average usual work week – just over 42 hours a week – since 1975. Those working part-time average about 15 hours per week." (*Working Time and Distribution of Work*, 1994:15)

What was the policy response with regard to labour standards? In general, legislators preferred to remain cautious, fearing, among other things, that they would put Canadian businesses at an even worse disadvantage in international markets if they imposed stricter standards that could affect productivity. Legislators essentially continued to improve existing standards by making them more accessible, universal and uniform, while paying particular attention to the better integration of women and part-time workers into the labour market.

Part-time Work

Following the lead of certain other jurisdictions, the federal jurisdiction (1984), New Brunswick (1989) and Prince Edward Island (1989) adapted their standards by repealing entitlement thresholds and by extending prorated benefits to part-time workers. The entitlement thresholds had tended to exclude part-time workers, especially from paid statutory holidays and annual vacations with pay. Nova Scotia made similar changes in 1995.

It is interesting to note that Saskatchewan presented amendments to the *Employment Benefits Act* in 1988 that would have required that an employer provide part-time workers the same fringe benefits, on a

prorated basis, as those provided to full-time workers. In addition, this bill would have required that, where overtime hours became available, an employer offer them first to part-time workers, in the order of their seniority, before offering them to full-time workers. However, this bill was not adopted because of the protests that it generated.

Maternity and Adoption Leaves

There was significant activity relating to maternity and adoption leaves during this period. In 1981, British Columbia established an 18-week maternity leave. Prince Edward Island, the last province to provide this type of leave, did so in 1982. In addition to providing a 17-week maternity leave, Prince Edward Island instituted an adoption leave of six weeks.

Another round of amendments would soon follow, the federal government having amended in 1983 the *Unemployment Insurance Act, 1971* with respect to adoption leave. In the following years, all Canadian jurisdictions adopted provisions providing job protection during adoption leave.

Hours of Work

Further reductions in the legislated standard were mandated in the Northwest Territories and in Alberta in 1988. The Northwest Territories reduced the normal work week from 44 to 40 hours and the maximum work week from 60 to 54 hours, while Alberta brought its maximum work day down from 12 to 10 hours. On the other hand, in 1984 New Brunswick repealed its provisions respecting the maximum hours of work per week.

Minimum Wages

A few interesting trends occurred during the 1980s. First, following the publication of the Report of the Special Parliamentary Committee on handicapped persons, the federal government repealed in 1983 the provisions of the *Canada Labour Code* that allowed for handicapped employees to be remunerated, under certain circumstances, at a rate below the minimum wage rate. All similar provincial provisions have since been repealed. Second, following the adoption in 1982 of the *Canadian Charter of Rights and Freedoms*, which prohibits discrimination based on age in all relations governments may have with their citizens, the vast majority of Canadian jurisdictions, including the federal jurisdiction, eliminated the minimum wage rate differential between adult workers and young

workers. Third, it is interesting to note that, from October 1986 to October 1989, Ontario and Quebec jointly moved to increase the rates payable to adult workers to the same level in both provinces.

From 1990 to Present

"Fewer people have the luxury of a stable nine-to-five, Monday-to-Friday job with evenings and weekends at home. Of every 10 Canadian workers, three do not have regular daytime hours. Further, one of every four paid workers do not work a regular weekly work schedule. ... According to the Statistics Canada 1991 Survey of Work Arrangements, almost half the part-time work force have variable schedules, compared with 20 percent of full-timers." (*Working Time and Distribution of Work*, 1994:16)

The Conference Board of Canada reports that in 1999, 50 per cent of Canadians had difficulty reconciling work and family responsibilities, compared to 27 per cent in 1989. Absenteeism due to conflict between work and family responsibilities costs Canadian employers an estimated \$2.7 billion in lost time. (Duxbury, Higgins et al., 1999) It has been estimated that stress-related disorders due to overwork cost the Canadian economy \$12 billion to \$22 billion annually. (Statistics Canada, 1996 General Social Survey)

The Statistics Canada 1998 General Social Survey reported that one in two Canadians between the ages of 25 and 44 who have children are working so many hours that they are not able to spend enough time with their family. About 85 per cent of full-time female employees in this age group who are married with children, and about 79 per cent of their male counterparts, report that weekdays are too short to accomplish what they set out to do on any given day. Men in this group are reported to work, on average, 48.6 hours per week, while women work, on average, 38.8 hours per week.

What role can legislation still play in regulating working time? In 1994, the Advisory Groups on Working Time and the Distribution of Work proposed to establish the standard work week at 40 hours everywhere in Canada, to give employees the right to refuse overtime, to provide compensatory time off in lieu of overtime pay, and to increase the duration of various leaves in order to better distribute available working time. Others suggested making access to overtime more flexible, based on the logic that "the imposition

of more stringent requirements would result in disinvestment in the economy in the longer term, increase unemployment, and be counterproductive." (Ontario Task Force on Hours of Work and Overtime, 1987) You can be the judge of where the balance lies!

Flexibility for Employers and Employees

The federal jurisdiction, British Columbia and Ontario adopted provisions allowing varying standards on, for example, hours of work, overtime and the substitution of statutory holidays. In 1993, the federal jurisdiction established a procedure for permitting the adoption of a modified work week with the consent of 70 per cent of the employees affected. British Columbia did the same in 1995, as long as 65 per cent of affected employees agree. Manitoba's *Employment Standards Code* gives its commission the power to vary the application of the standard hours where warranted. In addition, Ontario (1994) and British Columbia (1995) adopted provisions allowing employers and employees to vary certain standards through collective bargaining if, overall, the provisions of the collective agreement provided rights and benefits at least as favourable to employees. Such provisions also existed elsewhere, notably in the federal jurisdiction.

Moreover, British Columbia (1995), the Yukon (1995) and Manitoba (1999) adopted provisions allowing employers and employees to make agreements respecting compensatory time off in lieu of overtime. Alberta and Quebec also have provisions of this type.

Following Quebec's example of 1990, the Yukon adopted a provision in 1995 giving employees, under certain circumstances, the right to refuse overtime, except in an emergency. In Quebec, it is prohibited for an employer to take measures against any employee because the employee has refused to work overtime in order to fulfil certain family obligations.

Sunday Shopping

During the 1990s, many jurisdictions relaxed the rules on the closing of commercial establishments on Sundays. At the beginning of the century, remember, it was a crime to carry out activities related to earning your daily living on Sundays. From 1990 to 1993, many jurisdictions began by allowing commercial establishments to be open on Sundays during the one or two months preceding Christmas. Quebec, New Brunswick, Ontario, Prince Edward Island, Manitoba and Nova Scotia tried this experiment. To accommodate objections, Ontario, Manitoba and

Quebec also granted employees, under certain conditions, the right to refuse to work on Sundays. Many provinces have since made further amendments and now allow Sunday shopping all year long. This has been the case in Quebec and Ontario since 1992, in Newfoundland since 1998 and in Manitoba since 1999 (in Manitoba, only if the establishment is usually closed on Saturdays).

Part-time Work

Saskatchewan revived the idea that an employer should be required to provide the same benefits, on a prorated basis, to part-time workers as provided to full-time workers. This time the requirement was adopted, in a 1995 Regulation under Saskatchewan's new *Labour Standards Act*.

Reductions in Standard Hours of Work

In 1993, Newfoundland reduced the length of the standard work week to 40 hours for all employees. Previously, only shop employees were covered by this standard, and all others were subject to a 44-hour week. Quebec also reduced its standard weekly hours from 44 to 40, by reducing the work week by one hour per year, every October 1, from 1997 to the year 2000.

Various Leave Provisions

The duration of certain leaves was increased. For example, in 1997, Quebec made available a third week of vacation, without pay, for employees with at least one but fewer than five years of service (after which an employee is entitled to pay). That same year, Newfoundland offered a third week with pay to employees with 15 years of service.

In 1990, Quebec provided a leave of up to five days for family obligations; British Columbia followed suit in 1995.

Following amendments to unemployment insurance benefits in November 1990 – providing 15 weeks' maternity benefits, 10 weeks' parental benefits and 15 weeks' sickness benefits – all Canadian jurisdictions except Alberta have amended their labour standards laws to provide a parental leave available to either parent, whether natural or adoptive, as well as job protection for the duration of that leave. All jurisdictions acted before the end of 1991, except for Newfoundland (1992), the federal jurisdiction (1993), Saskatchewan (1995) and the Yukon (1995).

In addition, the federal government adopted provisions in 1993 respecting maternity-related reassignment and leave for the benefit of pregnant or nursing women, similar to those Quebec adopted in the late 1970s. Quebec further amended its *Act respecting Labour Standards* in 1996 to enact certain elements of its Family Policy related to increasing the parental leave to 52 weeks.

Another round of amendments is about to start concerning the provincial provisions that provide job protection during the parental leave. Indeed, the federal government recently adopted the *Budget Implementation Act 2000*, extending to one year the benefits payable under the *Employment Insurance Act* and the job protection offered under the *Canada Labour Code* for maternity and parental leave.

Minimum Wages

In 1999, Quebec adopted a provision that prohibits discrimination based on date of hiring in the payment of wages, in order to prevent the use of two-tiered systems in the establishment of wage scales.

It is interesting to note that the Government of Ontario adopted a policy in 1990 that would have increased the minimum wage to 60 per cent of the average wage before the end of 1995. At the time, the minimum wage represented 48 per cent of the average wage for 1989. This policy was applied for three consecutive years, bringing the minimum wage to 52 per cent of the average wage, before being abandoned.

This attempt by the Ontario government sheds light on the often delicate nature of the questions raised by the setting of the minimum wage, the means by which governments can preserve the relevance of the process and the considerable attention the topic tends to attract. The fight against poverty is a factor that is often mentioned in relation to minimum wages, as was the case in British Columbia's recent minimum wage increase. (*Review of the Current Minimum Wage and Rates Regulatory Impact Statement*, August 2000, Minister of Labour, British Columbia Government) The 1999 Statistics Canada Labour Force Survey showed that the majority of minimum wage earners were women, and that this was true in almost all age groups. For a number of years, labour and women's groups have advocated the need for the minimum wage to provide at least sufficient income for a worker to maintain him or herself and a dependant. Anti-poverty groups support raising minimum wage levels to \$9 to \$10 per hour to improve the ability of minimum wage

earners to meet basic living expenses. Minimum wage earners sometimes must work at two or more jobs to maintain their families. However, employers prefer provincial tax cuts or tax credits as a more effective means of providing assistance where it is most needed.

In four provinces – Manitoba, Prince Edward Island, Saskatchewan and Newfoundland – commissions continue to provide advice to the government about the minimum wage rate, often after holding public hearings. Because of their bipartite or tripartite composition, they do a good job of finding the right balance between the interests of employers, employees and society at large, while considering economic conditions, the cost of living and other important factors. In other provinces, it is the Cabinet that decides on the appropriate rate, after consulting or not consulting on the issues. Does this latter approach represent a keener interest and sensitivity to socio-economic issues on the part of decision makers?

Whatever the answer may be, it is evident that labour standards have always reflected the dynamics of the labour market and changing social values. Some might even say that conditions of work have too often been subject to the ups and downs of the economy. Without a doubt, change will continue to occur and many new trends will evolve during the course of the coming years. Canada benefits from having 14 jurisdictions invested with constitutional powers to legislate matters relating to labour law. It should therefore not be surprising that our legislators, taking advantage of the experiences of their neighbours, have become one of the principal engines of social progress. But few people would dare, beyond the immediate future, to even try to predict the direction that change may take.

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EMPLOYMENT EQUITY IN CANADA: WOMEN AND MINORITY GROUPS IN THE CANADIAN LABOUR MARKET

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Employment equity is one of the pillars of Canadian social policy. In 1984 a royal commission recognized that four groups – women, Aboriginal Peoples, persons with disabilities and members of visible minorities – faced barriers in the labour market and designated special measures to correct the situation.

This article will outline the progress achieved by women and the three minority groups in the labour market over the past century, leading to the current Employment Equity Program of the Government of Canada.

Canada has a long tradition of dealing with workplace issues; in fact, the government is currently celebrating the centennial of Labour. Labour legislation has developed in response to labour market dynamics, including the entry of women in great numbers, the increase in the number of visible minority immigrants since 1960, and the need to address workers' rights and barriers facing women and the three minority groups in employment opportunities.

1. Workplace Equity within the Labour Market

Employment equity has deep roots in labour issues. The opening statement of the 1944 Declaration of the International Labour Organization identifies equal opportunity for all citizens in every country as a top priority:

- (a) *All human beings, irrespective of race, creed or sex, have the right to pursue both their material well being and their spiritual development in conditions of freedom and dignity, of economic security and **equal opportunity**;*¹

The International Labour Organization Declaration further affirms the need to remove the barriers facing individuals in the labour market:

- (b) *The employment of workers in the occupations in which they can have the satisfaction of giving the fullest measure of their skill and attainments and make their greatest contribution to the common well being;*

It also emphasized the need to remove barriers to individuals even *before* entry into the labour market:

- (c) *The assurance of equality of educational and vocational opportunity.*

Canadian laws existed as early as the late 19th century to protect women against long working hours and exploitative and unsafe working conditions. Fair wages policies began to appear, as did workers' compensation provisions and guarantees of workers' right to unionize.² In 1900, a federal body for labour affairs was established and fair wage policies began to develop across the country. Parliament created a federal body to look at labour affairs in 1909 under the *Labour Department Act*.

In the first half of the 20th century, gender, race and age discrimination issues were not yet on the national agenda. Women and minority groups, including

¹ Declaration concerning the aims and purpose of the International Labour Organization, Part II, "The Philadelphia Declaration," 1944. ILO Web site at <http://www.ilo.org>.

² In 1872, the *Trades Unions Act* and the *Criminal Law Amendment Act* freed unions from charges of criminal conspiracy. *The System of Industrial Relations in Canada*, Figure 6.1, 1993.

persons with disabilities, were, through explicit laws and social values, excluded from employment opportunities or restricted to certain low-paid jobs. Labour legislation at that time benefited able-bodied white males.

The need for more precise labour legislation was recognized early in the century in response to population growth and the rising number of industrial workers. Canada's population doubled between 1901 and 1931 from 5.4 to 10.4 million.³ But it was not until the 1950s that laws were enacted to prohibit employers and trade unions from discriminating against employees on the grounds of race, colour, religion or national origin. It was also in the 1950s that equal pay legislation was adopted, prohibiting employers from paying women lower wages for doing the same work as done by men in the same establishment. Concurrently, a better understanding developed of the harmful consequences of discrimination in the workplace.

Nevertheless, discrimination against women, visible minorities, Aboriginal Peoples and persons with disabilities was overt in Canada's workplaces. Women had no rights to accommodate their family-related responsibilities, and employers making hiring decisions opted for racial preferences over skills, and for discriminatory biases over merit. This situation lasted for two generations, before governments enacted effective anti-discrimination legislation in the 1970s and 1980s to protect the rights and dignity of women and minorities.

2. Employment Equity

In 1970, the *Canada Employment Fair Practices Act* and the *Female Employees' Equal Pay Act* were incorporated into the *Canada Labour Code*. Supplementing these provisions was subsection 12(2) of the *Public Service Employment Act*, which prohibited discrimination in the establishment of standards for merit in hiring and promotion in the federal public service. In October 1971, Canada adopted a multiculturalism policy, which promotes the respect and preservation of cultural diversity within a bilingual (English and French) framework.

In July 1977, the *Canadian Human Rights Act* was enacted. It stipulates that it is a discriminatory practice to refuse to hire or continue to hire any individual, or in the course of employment to differentiate adversely in relation to an employee, on a prohibited ground of discrimination.

In 1978, the federal government started a voluntary equal opportunity program aimed at private industry, which was expanded in 1979 to companies doing business with the government and to Crown corporations. Between 1980 and 1983, an equal opportunity program was set up in all departments of the federal public service. In 1982, the federal government adopted the *Canadian Charter of Rights and Freedoms*, which accorded all Canadians a constitutional right to equality in employment.

Meanwhile, a royal commission was established in 1983 to study equal employment opportunities. This commission, chaired by Judge Rosalie Abella, tabled a report, *Equality in Employment*, in November 1984. The report states that employment equity "is a strategy designed to obliterate the present and residual effects of discrimination and to open equitably the competition for employment opportunities to those arbitrarily excluded."

In 1986, the federal government responded to the Abella report by proclaiming the *Employment Equity Act* and *Regulations*, covering federally regulated companies with 100 or more employees. These employers operated primarily in the banking, transportation and communications industries. A Federal Contractors Program for Employment Equity was also introduced to cover entities doing business with the federal government. This program covered companies with 100 or more employees that submitted bids or tender for contracts for goods or services valued at \$200,000 or more. These employers were obligated to certify their commitment to implement employment equity initiatives in order to be included on the list of suppliers and as a condition of their contract.

³ Status of Women Canada, *Statistics on Women in Canada throughout the 20th Century*, October 2000, p. 10.

2.1 Canada's Employment Equity Strategy

Under the 1986 *Employment Equity Act*, federally regulated private employers with 100 employees or more were required to develop and implement equity plans and programs that identify and eliminate workplace barriers to women, Aboriginal Peoples, persons with disabilities and visible minorities.

The *Act* did not cover the federal public service and did not include enforcement mechanisms. Thus, in 1991, a committee of the House of Commons was given the mandate to review the *Employment Equity Act* and make recommendations for improvement. The committee heard from all major stakeholders and those with a special interest in equity issues. The committee's subsequent report, entitled *A Matter of Fairness*, recommended the inclusion of the federal public service under the *Act*, the elaboration of guidelines to assist employers in the implementation of the *Act*, and the empowerment of the Canadian Human Rights Commission to monitor and enforce the *Act*.

In the meantime and in anticipation of legislative change, the *Public Service Reform Act*, which was introduced in 1992, transformed voluntary employment equity policies in the public service into mandatory requirements under the *Financial Administration Act* (Section 7) and the *Public Service Employment Act*.

2.2 Overview of the 1995 Act

The new *Employment Equity Act* received royal assent on December 15, 1995. The *Act* and its *Regulations* came into force on October 24, 1996, creating a new legislative framework for employment equity that governs both private and public sector employers under federal jurisdiction. These employers were mandated to comply with all the requirements of the new *Act* by October 1997, one year after it had come into force.

The new *Act* extended coverage to the federal public service, mandated the Canadian Human Rights Commission to conduct on-site compliance reviews, and provided for final enforcement, where necessary, by an Employment Equity Review Tribunal empowered to hear disputes and issue orders. The *Act* also ensured that employers under the Federal Contractors Program would be subject to requirements equivalent to those under the *Act* for implementing employment

equity. The *Act* also provided for a mandatory parliamentary review of the legislation every five years.

The purpose of the *Act* remained consistent from 1986 to 1995:

... achieve equality in the workplace so that no person shall be denied employment opportunities or benefits for reasons unrelated to ability and, in the fulfillment of that goal, to correct the conditions of disadvantage in employment experienced by women, Aboriginal Peoples, persons with disabilities and members of visible minorities by given effect to the principles that employment equity means more than treating persons in the same way but also requires special measures and the accommodation of differences.

The new *Act* required each employer to:

- (a) conduct a workforce survey;
- (b) undertake a workforce analysis;
- (c) conduct a review of its human resource policies and practices;
- (d) prepare an employment equity plan; and
- (e) report annually to the government.

The 1995 *Act* was designed to resolve long-standing weaknesses of the 1986 *Act*. The latter's major shortcomings were:

- it covered only a small portion of the Canadian workforce;
- it was felt that the government was imposing the legislation on some employers but not on itself;
- there was no enforcement mechanism for not complying with the *Act*; and
- there was no clear indication of the agency responsible for the implementation, monitoring and enforcement of the *Act*.

In light of these weaknesses, the *Employment Equity Act* was strengthened in the following areas:

- coverage was extended to include the federal public service;

- the *Act* gave the Canadian Human Rights Commission the authority to conduct on-site audits of employers and to verify and gain compliance;
- the *Act* ensured that the Federal Contractors Program requirements, with regard to implementation of employment equity, would be equivalent to those of employers under the *Act*.

The perception of the new *Act* among business and trade unions was positive. Employer organizations regard employment equity as a human resource management tool that helps to attain a representative workforce. Businesses agree that workplace equity makes good business sense and is oriented towards the future. Representatives of designated groups and labour organizations consider employment equity a means to achieve equality in the workplace through the recognition and accommodation of differences.

However, concerns were expressed regarding the implementation of employment equity. These include:

- Costs for organizations – Some organizations were concerned about the costs involved in hiring experts and setting systems up (e.g., to meet the reporting obligation).
- Numerical goals – Some stakeholders perceived the numerical goals as quotas or arbitrary numbers to attain, regardless of the qualifications of candidates. However, unlike the affirmative action programs in the United States, employment equity in Canada aims at removing barriers, using goals as indicators towards achievement of a representative workforce.
- Merit principle – Some stakeholders felt that employment equity would jeopardize the merit principle and would allow the hiring of unqualified candidates. However, qualified candidates do face barriers in the labour market and many Canadians have been denied opportunities because of systemic barriers; hence the need for special measures. Employment equity also requires that merit be respected and that only qualified candidates be considered.
- Consultations – Although labour organizations were consulted, more mechanism collaborations were needed.
- Controversy – Some stakeholders were concerned about the controversial nature of the legislation and warned about a backlash.

Key Guiding Principles in the *Employment Equity Act*

FAIRNESS

All Canadians, regardless of their personal characteristics, should be able to enter the workforce and advance according to their ability.

FLEXIBILITY

The best method of ensuring compliance with the legislation is persuasion and education, rather than coercion. Employers are asked to make reasonable efforts to implement their employment equity plan. If implemented, the plan should make reasonable progress in achieving employment equity. Any finding of non-compliance entails a negotiated undertaking between the Human Rights Commission and the employer's representative. A Direction is issued by the Commission only if negotiations do not succeed. Either party has the right to ask for the case to be referred to an Employment Equity Tribunal.

SUPPORT

Human Resources Development Canada provides support in terms of resources, information and technical tools to assist employers in understanding and fulfilling their obligations. Also recognized, through the Merit Awards Program, are the efforts and special initiatives of employers in achieving their employment equity goals.

Coverage

- Currently, the *Act* applies to about 340 private sector companies and Crown corporations employing approximately 600,000 people. It also covers the federal public service, which employed approximately 178,000 people in 1999.
- The Federal Contractors Program for Employment Equity requires employers who do business with the Government of Canada to achieve and maintain a fair and representative workforce. It requires companies that employ 100 or more people, and who obtain goods and services contracts valued at \$200,000 or more, to implement an employment equity plan that meets the Program criteria. There are approximately 850 companies under the Program and they employ more than one million people.

- Together, the workforce covered under the *Act* and under the Federal Contractors Program represents about 12 per cent of the Canadian labour market (most of the Canadian labour market is under provincial jurisdiction).

2.3 Progress Achieved since 1987

Between 1987 and 1998, the workforce representation of members of the four groups designated under the *Employment Equity Act* has increased.

The representation of women increased from 40.9 per cent in 1987 to 44.3 per cent in 1998, against their labour market availability of 46.4 per cent in 1998. In 1998, women's representation was highest in the banking sector, at 72.5 per cent, and lowest in transportation, at 23.6 per cent.

The representation of Aboriginal Peoples rose from 0.7 per cent in 1987 to 1.3 per cent in 1998, against a labour market availability of 2.1 per cent.

Persons with disabilities experienced a less significant rise in representation from 1.6 per cent in 1987 to 2.3 per cent in 1998, against a labour market availability of 6.5 per cent.

Members of visible minorities enjoyed the most rapid growth in representation of the designated groups. Their representation increased from 5.0 per cent in 1987 to 9.9 per cent in 1998, against a labour market availability of 10.3 per cent. Representation was highest in banking, at 15.3 per cent in 1998, and lowest in transportation, at 5.7 per cent.

Furthermore, the representation of all four groups increased significantly in all regions of Canada between 1987 and 1998. Notably, women's representation almost doubled in Yukon and New Brunswick; Aboriginal Peoples' representation increased significantly in western and northern Canada, while persons with disabilities had the most increase in Ontario and western Canada. Visible minorities had the highest representation in Ontario and British Columbia, where their labour availability is relatively high.

Although persons with disabilities have made some gains in employment since the first *Employment Equity Act* came into force in 1986, they still face many barriers to employment and promotion in the private sector. As the Canadian Human Rights Commission

noted in its 1996 annual report, "despite a labour-force availability of 6.5 per cent, the representation of this group has merely inched up from 1.6 per cent to 2.7 per cent." Even that rise was partly attributable to an increase in the number of employees who self-identified as having some form of disability.

Support is increasing in Canada for legislation similar to the 1990 *Americans with Disabilities Act*, which is more comprehensive than similar Canadian legislation. The Province of Ontario repealed its *Employment Equity Act* in 1995 and is currently in the process of enacting a *Persons with Disabilities Act*.

Disability issues were high on the public agenda in Canada in the 1990s. A Task Force on Disability Issues produced a report in 1996 entitled *Equal Citizenship for Canadians with Disabilities: The Will to Act*. In response to the recommendations contained in that report, the federal government, in collaboration with provincial and territorial governments as well as with employers and community organizations, has engaged in efforts to resolve some of the major issues facing persons with disabilities.

Hirings and Promotions

In the early years of the government's employment equity program, designated groups were more likely to work in clerical occupations than were other employees. However, this concentration has decreased since 1987 and designated groups are increasingly moving toward occupations with more responsibilities and chances for advancement.

For instance, more women are now in supervisory and managerial positions, and more visible minorities are in middle management and professional occupations.

Employers succeeded in increasing the designated groups' shares of hirings and promotions between 1987 and 1998.

In 1998, women accounted for 41.4 per cent of all hirings in the workforce under the *Act* and won 55.0 per cent of all promotions. Aboriginal Peoples accounted for 1.4 per cent of all hirings and 1.5 per cent of all promotions, almost doubling their shares compared to 1987. Persons with disabilities had 0.9 per cent of hirings and 1.8 per cent of promotions in 1998.

Visible minorities fared very well, accounting for 12.1 per cent of hirings in 1998, against a labour market availability of 10.3 per cent, and 14.1 per cent of all promotions against a representation in the workforce under the *Act* of 9.9 per cent. The shares were 4.8 per cent and 7.3 per cent respectively in 1987.

Yet more progress is needed in the representation of designated groups in all occupational groups and industrial sectors across Canada.

2.4 Looking to the Future

We live in a world of new technology, converging international markets and dynamic trading arrangements. This environment is having a deep impact on the workplace and on the types of occupations in the Canadian labour market. It is shaping the way we view labour standards, employment equity, occupational safety and health, wage structures, and the role of government, unions and employers.

Working women live in a multidisciplinary environment where multi-skilled workers are becoming more common in the workplace. Women are gradually moving out of those occupations that are deemed traditional for them, into engineering, trades, and medical and managerial jobs.

In a world of global competition, relevant skills are becoming scarce and no country, certainly not Canada, can afford to discriminate against its talented visible minority workforce.

In its annual report for the year 2000, the International Labour Organization warned that the process of globalization is hurting workers' rights and eroding gains in the workplace. The report explains that many

countries do not have legislation and programs in place to prepare them for the worst-case scenarios. Some countries do sign on to international agreements but then ignore them. The outcome is a lack of preparedness to face a competitive world, a decline in labour standards, and a rise in discriminatory practices.

Canada has programs and legislation in place to make it immune to the negative impacts of globalization on individuals.

Conclusion

The changing realities of the workplace have pushed women and other minority groups to the centre of the labour agenda in Canada. The Canadian labour force is dynamic and rapidly changing, as women's participation rises and as women increasingly take on non-traditional occupations. Visible minorities will grow over the next decade and will provide an important pool of skilled labour. Canada continues to modify its policies and programs to tap the full potential of this increasingly diverse workforce.

Workplace equity leads to better human resources management systems, as staffing and career planning become barrier-free to all skilled people.

Employment equity is good for business. This is true not only from a client service perspective but also from a productivity perspective. Employment equity enables skills and human resources to be diverted to where their contribution will be maximized.

Full participation in a global economy depends on the skills of all. Markets are expanding and discrimination is costly to the country that does not remove barriers and implement corrective measures.

THE WORKPLACE OF THE FUTURE

Kamal Dib
Labour Standards and Workplace Equity
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*What kinds of workers are available for the new economy?
What are the challenges facing human resources development?
How will Canada respond to globalization?*

Two seminars were held at Labour Operations Directorate, Labour Program, in July and August 2000, at National Headquarters, entitled "Globalization and the Workplace." They were hosted separately by Gerry Blanchard, Director General, and Neil Gavigan, Director, Labour Standards and Workplace Equity, moderated by Rich Watson, Manager, Data Group, and presented by Kamal Dib, a senior officer in the Data Group.

This article summarizes the main issues discussed at the two seminars.

The Disappearance of Specialization in the Workplace

Globalization is the convergence of world economies, technologies and cultures into a single marketplace. It has already happened, during the last century, and now we are looking beyond globalization to standardization of labour markets, wages, production processes, trade relations, technology flows, and so on. The information society, like globalization, is also a creation of the last century.

Workers with few skills are leaving factories, to be replaced by multi-skilled workers, robotics and technology. The "routinization" of tasks is giving way to multi-tasked workers who use a computer to do their assigned duties, and perform work previously done by several different people. Jobs that involve repetitive tasks, such as word processing, reception and assembly line work, are increasingly disappearing. The information revolution has destroyed specialization.

Thanks to technology, there is no downtime in organizations. Managers no longer wait for a letter to be typed by a secretary, and workers no longer stand by at the assembly line for three hours because there is nothing coming their way. In a multi-tasked environment, there is always plenty to do. Tasks per worker have multiplied and salary costs have mounted.

In the 20th century, neurosis – due to hierarchy and tight supervision – was the main health problem. In

the 21st century, depression will be the main health concern, as workers become increasingly responsible and accountable for their own work.

Contrary to the thinking of classical economists – who say that specialization is the source of prosperity and comparative advantage – the world is moving towards a convergence of professions and the absence of specialization.

Today what everyone is doing is coming closer to what everyone else is doing. Everyone is developing a mix of skills and becoming equal in productivity. A bank teller, supposedly to be replaced by the ATM, now sells securities and investment products, reviews credit, exchanges foreign funds, runs computer searches and queries, and takes deposits and withdrawals. No matter how unique an occupation is, it still shares a myriad of skills with many other occupations.

"We may be tempted to believe that the global situation exerts only a secondary influence on our daily work, and then only slowly. We may also think that it is related to the future. But we have already absorbed globalizing influences in many aspects of our daily activities and the files that we work on. We already live in this world that we always thought of as the future."
(Seminar Participant)

The Disappearance of the Economics Profession

Economists are hired into the public sector, and less into the private sector in Canada. They do impact analysis of programs and legislation, and of revenues and expenditures. Governments and politicians rely more these days on economic analysis for sound decisions.

Yet universities are encountering difficulties in recruiting high school students into undergraduate economics programs. Students head into multidisciplinary programs in administration and information technology and certain programs in science and engineering.

Many elements from economics are now part of MBA training, and MBA/MPA graduates today have similar skills to economists in certain areas, such as project management, strategic planning and policy.

In 1990, there were 4,202 economics graduates from Canadian universities. By 1996, this number had dropped to 3,179, a loss of 24.5 per cent.

The Knowledge Economy

Modern economies are now measured by the contribution of know-how to the gross domestic product. More and more, economic growth is being driven by innovation.

Those with a better education are more likely to find jobs. In the past few years in Canada, 2.25 million jobs went to persons with university or other post-secondary education and 139,000 jobs went to those with secondary education. Almost a million individuals with primary or no education lost their jobs in the same period. Unemployment among persons with higher levels of education is lower than unemployment among those with little or no post-secondary education.

The Shortage of Human Capital

Productivity has increased drastically in the past few years, but knowledge-based workers are becoming scarce. Globalization requires the domestic economy to be based on know-how and high technology, but there are not enough graduates to meet rising demand in the labour market for certain skills.

The needs of private sector industries for growth-oriented investment in human resources should not blind long-term planners to the need to pursue new employees with a balanced education. Graduates in social sciences and administration experienced the fastest growth in employment in Canada in the period 1991-1996. However, more students have moved to vocational training schools and colleges in recent years.

"I am thinking here of a world of new technologies, converging international markets and trading arrangements, and the impact on the types of occupations in the Canadian labour market, and on the industrial consolidation that we have witnessed in the past 10 years. For instance, the open-sky concept led to a decline in the number of national air carriers in Canada from seven to one. Similar moves have occurred in banking, telecommunications and other economic sectors. Statistics Canada is expanding its listings of occupations and industries in response to this new economy."

(Seminar Participant)

Canadian universities granted 128,000 bachelor degrees in 1996, 25,000 more than in 1987, a gain of 24.2 per cent.

There was a strong movement of students towards some disciplines and away from others. General degrees in Science rose from 899 in 1990 to 1,392 in 1996. Physical Education dropped from 2,299 in 1990 to 1,974 in 1996, but Human Kinetics, a related field, rose from 358 to 956 in the same period. Business Administration is a classic example of a multi-skill field of study. It was a big attraction, rising from 13,533 to 14,388 graduates. The more specialized field of Health Administration dropped from 320 to 28. Civil Engineering increased from 949 to 1,609 and Other Engineering increased from 755 to 1,230.

Globalization and the Linguistic Profile of Canadians

In a global market, countries with knowledge of more languages fare better. Aside from the two official languages, Canadians have a stock of heritage languages that could be exploited in the new economy.

The linguistic profile of Canadians whose first language is neither English nor French is: Chinese, 21 per cent; Italian, 18 per cent; German, 16 per cent; Spanish, 12 per cent; Portuguese, 6.0 per cent; Arabic, 5.0 per cent; Polish, 6.0 per cent; other, 16 per cent.

The linguistic profile of Canadians with a first language other than English or French differs among provinces. In Quebec, the top two other languages are: Italian, 24 per cent and Spanish, 24 per cent. In Ontario: Italian, 20 per cent and German, 12 per cent. In British Columbia: Chinese, 35 per cent and other Asian, 14 per cent. In Saskatchewan: Aboriginal languages, 28 per cent and Ukrainian, 23 per cent.

To compare Canada's linguistic profile to its international trading partners, Japan accounts for 14 per cent of Canada's international trade; Germany, 7.0 per cent; France, 5.0 per cent; Britain, 4.4 per cent; China, 3.2 per cent; Italy, 4.0 per cent and Spain, 2.0 per cent.

These patterns are dictated more by the importance of these trading nations than by the stock of heritage languages in Canada. For instance, Japanese figures less prominently in Canada's linguistic stock than other languages, but trade with Japan is very important.

Human Capital and Labour Migration

Immigration is a positive factor in the Canadian economy. It contributes skills and replenishes the declining population. Canada received 150,000 immigrants in 1972; the number had risen to 225,000 by 1996.

The achievements of immigrants in Canada vary from period to period. In the 1950s and 1960s, immigrants achieved good salaries and relatively easy integration. This has become a longer and more difficult process since the 1970s. It took immigrants five to six years to achieve good salaries in the 1950s and 1960s, but the length of time has increased to 13 to 15 years in the past three decades.

Economic migrants, refugees and persons reuniting with their family represent a growing portion of total immigration. The changing patterns of immigrant source countries, away from Europe and toward Asia, Africa and Latin America, may lead to discrimination in the labour market, especially against visible minorities; and may account for the changing structures of the labour market, where many

immigrants suffer higher unemployment rates and lower salaries compared to earlier immigrants.

Brain Drain – Some analysts say that the brain drain is a serious problem, especially the exodus of Canadian talent in specific sectors to the United States. The search for talented human resources is currently the greatest challenge facing major global corporations. It is important to monitor the migration patterns of highly skilled knowledge workers in order to design programs to benefit the Canadian economy.

The Impact of Aging

The Canadian labour force is experiencing a reduction in the number of years of active participation per worker.

In 1921, the average person entered the labour force at age 17.5 years, retired at age 62.7, and died at age 67.7. This person spent 45.2 years in active participation in the labour force, and 4.9 years in retirement.

The average age of a person entering the labour market in 1986 was 20 years. That person will retire at age 65.5 and die at age 73.8, thus spending 39.4 years in active labour force participation and 13.5 years in retirement.

The additional years of life expectancy have added to the cost of old age and health care benefits and pensions. The Quebec population is aging more rapidly than the rest of Canada.

However, there were more Canadians, in percentage terms, employed in the second half of the 20th century than in the first half, as women joined the workforce in big numbers starting in the early 60s. Also, workers in the second half of the 20th century had more tools and technology and better labour and safety standards. In the first half of the century, there was more exposure to workplace hazards (owing to greater employment in workplaces such as railroads and mines), as well as more accidents and disease).

Women's participation will continue to increase in all occupations, considering health, education and life expectancy factors. In certain occupations women are the majority, accounting for up to 80 per cent of persons in some jobs. But women constitute a small minority, not more than 20 per cent, in other occupations, especially in the trades.

Retired persons in Canada rely more on government transfers now than they did in the past. In 1967, 62 per cent of revenues to aged persons came from government transfer payments. In 1997, the figure was 68 per cent. Meanwhile, the percentage of personal contributions to private saving plans has remained virtually unchanged since 1972. A worker still contributes approximately the same share of income to these savings instruments today as a worker did in 1972. The cost to government of health care as a proportion of social services is expected to increase from 13.5 per cent in 1994 to 17.2 per cent in 2031, and the cost of pensions is expected to rise from 5.2 per cent to 11.6 per cent. This situation could become more acute, as personal incomes may deteriorate with aging and dependency on social assistance.

"These changes will shape the ways we view labour relations, wage structures, education, and the role of government, the unions and employers. They will also influence the four employment equity designated groups. Think of women in the workplace in a multidisciplinary environment; think of visible minorities in Canada in the context of a global workplace where relevant skills are becoming scarce; think of persons with disabilities and the aging population in Canada and the demand on health and social services. Think of Canada's Aboriginal people and the impact of globalization on the local culture and on Canadian society in general." (Seminar Participant)

FIRST NATIONAL AWARDS OF EXCELLENCE IN DISABILITY MANAGEMENT

National Institute of Disability Management and Research

In September 2000, the first annual awards gala was introduced by the National Institute of Disability Management and Research and major Canadian business, labour and government sponsors. These awards recognize both organizations and individuals who have helped put the ability back into disability and will celebrate programs built on the principles that the Institute and other researchers around the world have found to be instrumental in successful workplace-based disability management.

The award categories and winners are as follows:

Award Categories

Award Winners

Small Organizations/Workplace

Chemainus Sawmill Unit (Weyerhaeuser)

Large Private Organization/Workplace

Canadian Pacific Railway

Crown Corporation/Government Agency

City of Medicine Hat

Private Sector Service Provider

The Co-operators

Public Service Initiative

City of Edmonton Advisory Board on Services
for Persons with Disabilities

Return to Work Coordinator/Disability
Management Professional

John Hewitt, Workers Compensation Board
of British Columbia (posthumously)

Outstanding Public Leadership

Neil Weatherston, Insurance Corporation
of British Columbia

For more information contact:

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Fax: (250) 724-8776
Web site: www.nidmar.ca

THE LABOUR PROGRAM AND THE INTERNATIONAL LABOUR ORGANIZATION: LOOKING BACK, LOOKING AHEAD

Allan J. Torobin

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This 100th Anniversary issue of the Workplace Gazette presents us with an excellent opportunity to trace the history of the Labour program's involvement in the International Labour Organization (ILO). As readers may know, this is not the first such review. In the 50th Anniversary issue of the Labour Gazette, John Mainwaring, then Assistant Editor, in his article entitled "Canada and the World Movement towards Social Justice" traced the growth of the ILO and Canada's relationship to the Organization from the beginnings, through the 1930's depression years and World War II and ending with the early post-war period.

In his second article on the subject within the 75th Anniversary of Labour Gazette, John Mainwaring, then Director of International Labour Affairs with Labour Canada, a position he held from 1964 to 1980, highlighted the changing dynamic of the previous 25 years, both for the ILO as an organization, and for Canada's participation in the ILO as a member State through the Department of Labour. In retirement, John Mainwaring also provided a detailed and highly illuminating history in his 1986 book "The ILO: A Canadian View", published by Labour Canada.

Importance of the International Labour Organization

The ILO was created in 1919 mainly to adopt international standards to address the problem of labour conditions involving "injustice, hardship and privation." The Organization's standard setting mandate was later broadened to include more general, but related, social policy, human and civil rights matters. During World War II, Canada provided a safe haven for the Organization in Montréal. The ILO is the only tripartite United Nations organization – it became a UN specialized agency in 1946 – with representatives of governments and workers' and employers' organizations participating in its administration and activities.

Today, the ILO has 175 member States, representing industrialized and developing countries as well as countries in transition (former Eastern Bloc countries). In addition to its traditional standards-setting functions, the Organization carries out a broad range of activities such as providing assistance to developing countries in training their labour forces and strengthening their labour administration systems, research and publications on labour and employment issues, meetings dealing with particular sectors or branches of the economy, etc.

Underlying many of the ILO's current activities is a focus on the Organization's mandate to deal with the social dimensions of globalization. As globalization and trade liberalization has increased, governments have become less able to deal with societal and labour market issues through traditional domestic regulatory means. With growing domestic and international concerns about downward pressure on labour standards, the ILO has become more and more important for Canada and world-wide.

International Labour Standards

Perhaps the best-known of the ILO's activities is its setting of international labour standards. The ILO adopts labour standards in the form of Conventions, international treaties subject to ratification by ILO member States, or Recommendations, non-binding guidelines for national policy and action. International labour standards are the result of a unique process involving "international collective bargaining" among representatives of governments, employers and workers from around the world at annual ILO conferences.

The standards provide a global model for workplace rights and responsibilities and are intended to have a concrete impact on working conditions and practices in every country of the world. The process of developing them has a value all its own, since the preparatory research, consultation and tripartite discussion focus attention on benchmarks for member States to aim at.

From a wider perspective, international labour standards contribute to the creation of democratic conditions and development. They play a major role in helping to offset potentially negative effects of international competition which, some argue, tend to be an obstacle to improved conditions of labour. International labour standards are key in meeting the challenge posed by globalization by reaffirming the value of social justice.

There are a number of principles under the ILO Constitution and in the ILO's "Declaration on Fundamental Principles and Rights at Work", adopted in June 1998, which member States are bound to promote and respect whether or not they have ratified specific Conventions on these subjects. These fundamental principles – freedom of association and collective bargaining, the abolition of forced labour and child labour, and the elimination of discrimination in employment and occupation – are also embodied in eight "core" Conventions.

The Labour Program's involvement in the International Labour Organization

As a founding member and member of the ILO's Governing Body, Canada has been one of the most active and constructive members over the past 80 years, working consistently in support of the Organization's aims, values, and tripartite structure. During all of this time, it has been among the major responsibilities of Labour Canada, today the Labour Program of Human Resources Development Canada, to manage Canada's participation in the ILO and to develop the government's positions on ILO-related issues in consultation with the provinces, territories, and social partners. The Labour Program works closely with officials of the Department of Foreign Affairs and International Trade both in Ottawa and at the Canadian Permanent Mission to the United Nations in Geneva to ensure effective representation and involvement.

Early Challenges

The early challenges included the problems of determining how ILO Conventions and Recommendations which dealt with issues falling within provincial and territorial as well as federal jurisdiction could be applied and ratified by Canada, developing Canadian government positions on draft ILO Conventions and Recommendations taking into account the views and positions of the main Canadian players-federal departments and agencies, the provinces and territories, and Canadian worker and employer organizations, and the problem of accommodating provincial/territorial interests in ILO Conferences and meetings dealing with subjects falling under their jurisdictions.

These problems were partially addressed in the early years by developing processes whereby provincial officials are included on Canadian delegations to ILO meetings where subjects for standards falling under provincial jurisdiction are discussed and the provinces and social partners are consulted in developing government positions.

Employer and Worker Perspectives

The Constitution of the ILO requires that governments consult "the most representative" organizations of employers and workers. In Canada these are currently the Canadian Employers Council, the Canadian Labour Congress and the Confédération des syndicats nationaux. A key principle adopted early on by the ILO is that of the "autonomy of the parties" which means that the ILO does not expect that all three parties, government, employers, and workers will always agree on international labour issues but does require that the parties have meaningful exchanges and consultations on these issues.

In the Canadian context during the early period, the broad outlines of the different perspectives of Canadian worker organizations and employer organizations regarding Canada's participation in the ILO, familiar to us today, began to emerge.

Participation in the ILO was valued by both Canadian employers and Canadian workers but with different emphasis and purpose. For Canadian workers, Canada's participation in the Organization has offered a vital "window on the world". It has provided the Canadian labour movement with an opportunity to

support the international trade union movement's promotion of social protection, improvements in working conditions and respect for human rights and could be used domestically to pressure for improved standards and to increase public awareness of Canadian labour issues.

On the other hand, Canadian employers, while supporting the general aims of the ILO, voiced concerns regarding the cost of implementing international labour standards and their impact on attracting investment and on Canada's international competitiveness. In later years, employers were to increase their interest in ILO activities as a source of collaboration with employers internationally on issues of common interest, and a potential source of marketing and trade opportunities. In recent times, employers are aware of potential benefits in the Organization's new emphasis on business and employer concerns.

Ratification in the Early Years

The issue of ratification emerged early on as a difficult nut for Canada to crack. Although only the federal government has the authority to ratify an ILO convention, implementation of many conventions falls under both federal, provincial and territorial jurisdictions, given the division of powers under the Constitution.

In the early years of Canada's involvement in the ILO, there was a lack of clarity on where the implementing authority lay. Also, several of the early Conventions which the ILO had adopted, on the eight-hour day, maternity protection, abolition of night work for women and young persons, minimum age, or measures against unemployment set out in Convention 2, were ahead of Canadian law and practice of the time on those issues. The result was that the first four Conventions which Canada ratified, in 1926, were on standards for maritime workers, under federal jurisdiction.¹

A landmark event which influenced the Canadian, and in particular, the federal Department of Labour's approach to ratification of ILO Conventions was the 1937 decision of the Judicial Committee of the Privy Council in the Labour Conventions Case. This decision confirmed that Canadian legislation implementing ILO Conventions was for the federal government, provincial governments, or both, to adopt depending on the constitutional jurisdiction which applied to the subject matter of the Convention. The federal government could not adopt legislation which purported to implement, for the whole of Canada, ILO Conventions regulating wages, working hours and rest days in industrial undertakings.²

This decision, or more accurately, its interpretation inhibited for almost 30 years, any ratification by Canada of ILO Conventions whose subject matter fell partly within federal and partly within provincial jurisdictions. Between 1938 and 1959 Canada did ratify 11 Conventions but 10 of these were on subjects under federal jurisdiction.³ The eleventh, Convention 105 on the Abolition of Forced Labour, although technically falling under both federal and provincial jurisdictions, was considered not to require implementing legislation since there was no forced labour in Canada.

It was not until the 1960's and '70's, as the federal and provincial governments began to work more closely together on ILO matters and the meaning of the Labour Conventions case was reevaluated, that Canada was able to ratify several Conventions falling under both federal and provincial jurisdictions. Although few in number these included the key ILO Conventions 111—Discrimination in Employment and Occupation, 1958, 122—Employment Policy, 1964, 87—Freedom of Association and Protection of the Right to Organize, 1948 and 100—Equal Remuneration, 1951.

¹ Conventions 7—Minimum Age (Sea), 1920, 8—Unemployment Indemnity, 1920, 15—Minimum Age (Trimmers and Stokers), 1921, and 16—Medical Examination of Young Persons (Sea), 1921.

² The Conventions involved in the case were Conventions: 1—Hours of Work (Industry), 1919, 14—Weekly Rest (Industry), 1921 and 26—Minimum Wage-Fixing Machinery, 1928. All had been ratified by the federal government in 1935 and in the same year Parliament had enacted implementing legislation purporting to be applicable across Canada.

³ Of the 10 conventions seen as involving only federal jurisdiction, eight concerned maritime workers and two were respectively on labour statistics and a public employment service.

The approach which evolved was to ratify ILO Conventions on issues that come under federal, provincial and territorial jurisdiction only if all the administrations, now 14 in number, agree to ratify and implement the conventions without reservation. Of course, this unanimous consent has made the process very challenging for the Labour Program to manage and is one of the reasons why Canada has ratified relatively few ILO Conventions, 28 out of 183.

The Last Twenty Years

The Labour Program continued its active involvement in the ILO through the 1980s and '90's.

International Labour Organization Regional Conference in Montréal

Among the highlights of this period was Canada's hosting, in 1986 in Montréal, of the 12th Regional Conference of American States members of the ILO. This was the second such ILO Regional Conference to have been hosted by Canada, the first having taken place in 1966, in Ottawa. The 1986 Conference brought together some 500 participants, including tripartite delegations from 30 ILO member States and discussed ILO-related developments in the Americas, rural development and indigenous populations, and labour relations.

Tripartite Canadian delegations attended the 13th and 14th Regional Conferences of American States held respectively in Caraballeda, Venezuela and Lima, Peru. At the latter, delegates discussed the report of the new ILO Director General, Juan Somavia, entitled *Decent Work and Protection for All* in the context of globalisation and economic integration.

Ratifications

The Labour Program, in consultation with other interested federal departments, provincial and territorial governments, and with employers and workers organizations, successfully managed Canada's ratification of four ILO Conventions during this period: 162–Safety in the Use of Asbestos in 1988; 147–Minimum Standards in Merchant Ships, in 1993; 160–Labour Statistics, in 1995; and most recently, last June, Convention 182–Elimination of the Worst Forms of Child Labour, which the ILO had adopted the previous year.

This last ratification, happily coinciding with the 100th Anniversary of the Labour Program, was filed by the federal Minister of Labour the Honourable Claudette Bradshaw at the June 2000 ILO Conference. The ratification by Canada of the Worst Forms of Child Labour Convention was doubly significant since the Convention is one of eight core labour Conventions of the ILO, and its quick ratification by Canada, among the 27 countries to ratify the Convention within the first year of its adoption, signaled the government's strong commitment to working with its international partners to eliminate abusive child labour and to protect the rights and well-being of children. Canada has supported the ILO's International Programme for the Elimination of Child Labour for a number of years, and in June 2000, the Government of Canada committed a further 15 million dollars over five years to support ILO programs aimed at eliminating child labour worldwide.

The Declaration's fundamental principles and rights are embodied in eight fundamental ILO Conventions which Members are encouraged to ratify. Canada has ratified five of the eight fundamental ILO Conventions and the Labour Program is in the last stages of consultations with the provinces and territories on ratification of ILO Convention 29 on Forced Labour.

The two other non-ratified Conventions are 98 on the Right to Organize and Collective Bargaining and 138 on Minimum Age for Employment. Although Canadian law and practice are generally in conformity with Convention 98, there are a few regional anomalies, such as the exclusion of agricultural workers and certain groups of professionals from the collective bargaining regimes in a number of jurisdictions, which the ILO considers to be non-compliant. As for Convention 138, while child labour is not considered a problem in Canada, Canadian laws do not comply with all the provisions of the Convention. For example, no Canadian jurisdiction prohibits children under 12 from engaging in all work, including light, age-appropriate forms.

Managing Canada's Involvement in ILO Reform

The Labour Program has also been very much involved in ensuring Canada's active support for the ILO process of modernization and reform of the Organization's structures, procedures and methods of work.

Lucille Caron, Director of International Affairs in the Labour Program for 15 years, presided over a working party set up by the ILO Governing Body to undertake the difficult and politically delicate task of a package of reforms concerning the International Labour Conference, reforms of which Canada had been one of the chief advocates. Lucille Caron was subsequently appointed to chair another working party set up to propose reforms in the functioning of the Governing body itself.

The ILO's group of industrialized market economy countries composed of Western European member States, Japan, Australia, New Zealand, Canada and the United States has been permanently chaired by Canada since it was established in 1976, and has become a strong policy advocacy group, in particular on budgetary reform and standards revision.

An essential part of the ILO's modernization and renewal efforts has been its review of its standard-setting activities, with the goal of making them more effective and responsive to the demands of the new global economy and ultimately enhancing the ILO's credibility. Lucille Caron played a major role in developing IMEC positions on standards reform and served as Chairperson of the ILO Governing Body's Committee on Legal Issues and International Labour Standards.⁴

In 1997, the Labour Program ensured that Canada was one of the first countries to ratify an amendment to the ILO Constitution to allow the abrogation of obsolete Conventions, and which was used for the first time at the 2000 ILO Conference to withdraw four obsolete Conventions concerning hours of work and one relating to migrant workers.

An integral part of the ILO's current approach to reform and modernization under Director General Juan Somavia, is the Organization's adoption, strongly supported by Canada, of four strategic objectives by which the ILO is to develop its programs and policies. These objectives, the strengthening of labour standards and fundamental principles and rights at work, employment promotion, social protection, and improved social dialogue and tripartism, will contribute greatly to the ILO's ultimate goal of decent work for all.

Trade and Labour Standards

Recent years have seen increasing pressure on governments to use the rules of the international trading system to provide enforcement mechanisms to address concerns regarding labour standards, human rights and other social issues in the new globalization environment.

The Government of Canada has favoured working through the ILO to promote compliance with core labour standards. At the same time, the government has promoted dialogue at the international level on the social dimensions of globalization, closer cooperation between the ILO and other international organizations, and greater social and economic policy coherence at the international level.

Canada has supported and participated in the ILO's Working Party on the Social Dimensions of the Liberalization of International Trade which examines broad policy issues related to the social dimensions of the liberalization of international trade. As well, Canada chairs a Governing Body Subcommittee on Multinational Enterprises which examines the effect given to the ILO's 1976 Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy, considers requests for interpretation of the Tripartite Declaration, and monitors MNE-related activities in the ILO and in other organizations.

The ILO Declaration on Fundamental Principles and Rights at Work and Follow-up Procedure

In line with the government's approach to the trade and labour standards debate, the Labour Program played a major role in Canada's participation in the development and adoption in June 1998, of the ILO's Declaration on Fundamental Principles and Rights at Work and its Followup procedure.

By way of background, the World Summit on Social Development, which took place in Copenhagen in 1995, identified the ILO as a key player in the promotion of core labour standards worldwide. As well, at the first Ministerial Conference of the World Trade Organization in Singapore in December 1996, the Ministers of Trade issued a Statement in which, while

⁴ While the main focus of this article is on the Labour Program's involvement in the International Labour Organization, numerous Canadian employer and worker participants played a key role historically in the work of the Organization over the years. Some examples among employers are Harry Taylor, Allan Ross, Allan Campbell, Tom Robinson, and Keith Richan. Among major players on the workers side, Claude Jodoin, Kalmen Kaplansky, Joe Morris, Shirley Carr and Jean Marchand, come to mind. This impressive tradition is being carried on by Jean-Claude Parrot and Jim Lawson, who are, respectively, the current Canadian worker and employer spokespersons at the ILO.

agreeing that the comparative trade advantage of countries, particularly low-wage developing countries, was not in question, they renewed their commitment to the observance of internationally recognized core labour standards and recognized that the ILO was the competent body to deal with these standards.

The onus was then on the ILO to demonstrate its credibility as a key player on the social dimensions of globalization, which provided a critical window of opportunity for the ILO as well as for countries like Canada who supported strong action on core labour standards in the ILO.

In June 1998, the International Labour Conference (Canadian Ambassador Mark Moher was Chair of the Conference Committee) adopted the ILO Declaration on Fundamental Principles and Rights at Work and its Followup. The Declaration clarifies the nature and extent of the obligations contained in the ILO Constitution which all members are bound to uphold by virtue of their membership. It will be recalled that the fundamental principles and rights are: freedom of association and the right to organize and bargain collectively; the elimination of all forms of forced or compulsory labour; the effective abolition of child labour; and the elimination of discrimination in respect of employment and occupation.

In line with its strictly promotional nature, the follow-up procedure accompanying the new ILO Declaration is designed to encourage the efforts of Members to implement the Declaration's principles, to allow for the identification of areas in which ILO technical cooperation activities may prove useful to Members to help them implement the fundamental principles, and to assess the effectiveness of the Organization's action in this area.

The Declaration package serves as a promotional instrument to increase transparency and accountability on adherence by member States to workers' fundamental rights. It is hoped that the application of the principles contained in the Declaration will greatly contribute to improving the living conditions of the workers and their families. As the century drew to a close, the Labour Program successfully managed the government's provision of comprehensive information on Canadian legislation and practice for the first Annual Reports under the Declaration follow-up. At the June 2000 ILO Conference, the Minister of Labour, the Honourable Claudette Bradshaw, participated in discussions on the first Global Report under the Declaration.

Management of Canadian Government Responses to Complaints

A further major activity of the Labour Program during the past 20 years has been the management of the preparation of Canadian government, federal or provincial/territorial, responses to freedom of association complaints under a process established by the ILO in the early 1950s.

The ILO's freedom of association complaints procedure provides for the submission of complaints by national or international associations of workers or employers alleging non-conformity with ILO principles on freedom of association and collective bargaining and their examination by a tripartite body, the ILO Committee on Freedom of Association. Complaints can be submitted against all member States, regardless of whether or not they have ratified the relevant ILO Conventions. This is because freedom of association, covered under Convention 87, ratified by Canada and collective bargaining, covered under Convention 98, on the Right to Organize and Collective Bargaining, not ratified by Canada are among the principles set out in the ILO Constitution, which all member States must adhere to. Where the complaints involve provincial legislation it is the provincial government which prepares a reply, in consultation with the Labour Program on applicable ILO principles.

Nearly half of the complaints against Canada involved wage restrictions imposed by federal and provincial governments in the public sector, mainly in the mid 1980's and early '90s. The other half has involved issues ranging from return-to-work measures in the public and private sectors to restrictions on the right to strike and to bargain collectively, particularly in the public sector.

On the one hand the Labour Program has traditionally viewed this specialized ILO supervisory machinery as an essential part of the ILO's role and the frequency of complaints as an indication of the vitality of democratic institutions in countries such as Canada which permit freedom of expression in the international scene without fear of retaliation. On the other hand, however, there have been at times sharp differences with the ILO on what appear to be narrow approaches on such issues as the definition of "essential services" in which strikes may be prohibited or restricted.

Challenges and Opportunities in the 21st Century

Many of the issues that first led to the establishment of the ILO are still important to large numbers of working people around the globe who suffer discrimination in employment or lack decent working conditions. At the same time, the ILO is continuing to examine ways of improving and modernizing its standard-setting activities.

Globalization has stimulated the growth of non-standard types of work and of new forms of employment relationships. One of the major challenges faced by the ILO has been to examine how to ensure protection for such workers globally while for Canada, ILO discussions on this issue have provided an opportunity to focus on whether or not Canadian legislation and practice provides adequate protection.

Another opportunity for Canada is the ILO's new emphasis on business and employer concerns. Employment is at the core of the ILO's mandate and the Organization recognizes that successful enterprises are at the heart of any strategy to create employment and improve living standards. The ILO has a wide range of enterprise-related programmes, with particular emphasis on entrepreneurship development, management training and small enterprise promotion. A key initiative is the ILO's In Focus Programme on Boosting Employment through Small Enterprise Development (SEED), launched in January 2000, to help governments, social partners and communities unlock the potential for creating more and better jobs in the small enterprise sector.

As we enter a new Century, it will be timely and challenging for the Labour Program, in working with the provinces and territories and social partners, to reexamine with a view to possibly improving, traditional processes through which the government consults with

the major players in developing its positions on ILO issues. Modern realities include an increasing number of ILO items, large numbers of Canadian players to consult, frequently short deadlines, competing priorities and potential resource impacts as well as the need to ensure that government positions reflect a broad range of Canadian views. A positive by product of a renewed review of Canadian consultative mechanisms on ILO issues is that it may enable Canada to ratify a key ILO Convention (No. 144) on Tripartite Consultations to Promote the Implementation of International Labour Standards, adopted in 1976.

Conclusion

Since the inception of the ILO in 1919, Canada has been one of its most active and constructive members. Canada is among the countries with which the ILO has enjoyed not only the longest but the closest and most fruitful relationships. The Labour Program has had the privilege of managing over almost a century Canada's participation in the Organization on behalf of the Government of Canada and in partnership with the provinces, territories, and social partners.

As we look towards the future, the ILO is well placed to play a leading role in ensuring that the social dimensions of globalization are addressed. Globalization and technological change can enhance and improve the lives of people everywhere, when the forces of economic and social progress work together. The Labour Program will continue its work in managing the wide range of activities which make up Canada's participation in the ILO and in particular its support for the Organization's efforts to promote an integrated approach to social and economic development in the 21st century.

CANADIAN ASSOCIATION OF ADMINISTRATORS OF LABOUR LEGISLATION (CAALL)

Martine-Lise Gauthier and Virginia Jakutavicius
Federal-Provincial-Territorial Relations
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Under the Canadian Constitution, responsibility for labour matters is shared among the federal, provincial and territorial governments. As a result, there exist 14 different sets of labour laws covering a multitude of workplace-related issues, and 14 independent administrative structures. Ongoing federal, provincial and territorial co-operation and information exchange on labour-related matters is, therefore, of critical importance to Canadian workers and employers, and to the Canadian economy.

The Canadian Association of Administrators of Labour Legislation was established in 1938 as a forum for the exchange of information and ideas about the administration of labour legislation in Canada, as well as other labour-related issues. All jurisdictions enjoy equal membership status within the Association. Membership includes the deputy ministers of federal, provincial and territorial departments with responsibility for labour, as well as several chief executive officers of occupational health and safety agencies.

As the Labour Program of Human Resources Development Canada celebrates its 100th anniversary, this is an excellent time to examine the background, structure and accomplishments of a group that has been such an integral part of the Labour Program's history over the years.

Origins

The origins of the Canadian Association of Administrators of Labour Legislation can be traced back to a United States-Canadian institution called the International Association of Government Labor Officials, which was formed in 1914 as a result of the amalgamation of the Association of Chiefs and Officials of Bureaus of Labor (formed in 1883) and the Association of Factory Inspectors (formed in 1887). Canada was a member of the Association of Factory Inspectors.

The International Association's constitution stipulated that the membership would include "*Members of the United States Department of Labor and the Department of Labour of the Dominion of Canada.*" Its objectives were "*to encourage the cooperation of all branches of federal, State and Provincial Governments who are charged with the administration of laws and regulations for the protection and welfare of workers; to encourage improvement in the administration of such laws and regulations; to encourage progressive legislation; to encourage cooperation with associations of employees and employers; and, through the exchange of information, to bring about a greater uniformity of laws and regulations and the administration thereof.*"

In 1936, A.W. Crawford, Chairman of the Minimum Wage Board of Ontario and the International Association's Chairman, proposed the establishment of a Canadian organization. At an Association conference in September 1937, Mr. Crawford arranged for a meeting of the Canadian delegates to discuss the idea. The Canadian delegates voted in favour of holding their own conference the following year.

That conference, which included all the provinces, took place in Ottawa May 23-25, 1938. The delegates considered two proposals: to form a Canadian section of the International Association or to create a separate Canadian organization. Since the Association's constitution did not contain any provision for the affiliation of a Canadian organization, the delegates chose to form a purely Canadian association structured along lines similar to the International Association's constitution.

The constitution of the Canadian Association of Administrators of Labour Legislation was adopted on June 7, 1939.

Among the objectives of the newly formed Canadian Association were:

- to encourage co-operation among all authorities administering labour legislation in Canada;
- to provide a medium for the exchange of information concerning the aims, objectives, administration and enforcement of labour legislation;
- to encourage and promote the best possible standards of law enforcement and administration; and
- to bring about uniformity of policy with respect to labour legislation and regulations.

Members still concern themselves with labour legislation and continue to value the exchange of information. But in recent years, discussions at their meetings have extended beyond simply information exchange and legislative developments to focus on:

- identifying problems, policies, programs, best practices, emerging trends and issues of concern, and undertaking joint research projects on these;
- working increasingly on international labour issues; and
- directing specific projects to standing and ad hoc committees so that all jurisdictions can benefit from collaborative efforts.

Structural Evolution

Membership

In its early years, the Association included in its membership both ministers and deputy ministers of labour. By the 1950s, however, it had chiefly become a forum for deputy ministers, while ministers continued to be invited to the annual conferences. The establishment of its standing committee structure in the 1960s expanded the Association to include senior departmental officials in a supporting role.

In the 1980s, a decision was made to accommodate those jurisdictions where the administration of programs and legislation related to occupational health and safety rested with an agency, as opposed to being an integral part of the Department of Labour. Leaders of these agencies were invited to the annual meeting

as associate members. In 1989, they were conferred full membership status.

To better fulfil its objectives, the Association also created a formal structure. This structure consists of an Executive Committee, a Secretariat and a number of standing and ad hoc committees.

The Executive Committee comprises a President, four Vice-Presidents, the Past President and the Secretary. Members appoint the Executive at each annual conference, striving to ensure that there is regional balance in its composition. While planning within the Association is done jointly by all governments, the major responsibility of managing the overall operation of the Association rests with the Executive. During the year, the Executive plans the agenda for the spring and annual meetings in consultation with all jurisdictions, takes care of any matters arising between meetings, and deals with specific issues referred by the members. In addition, the Executive meets by conference call several times throughout the year.

The Secretariat has historically resided in the federal Department of Labour (now the Labour Program of Human Resources Development Canada). The Association's constitution specifies that the Secretary shall be appointed by the federal department with the concurrence of the Executive. This arrangement has existed since its adoption in June 1939. The Secretariat provides support to the work of the Association and its committees.

Committee Structure

From 1942 to 1968, the Association functioned mainly with ad hoc committees that were established to deal with a specific issue or project. Once a committee's mandate was completed, the committee was disbanded. In the 1940s, 1950s and 1960s, for example, ad hoc committees were established on the following topics: Annual Reports of Departments, Apprenticeship Training, Women in War Industries, Canadian Standards Association matters, International Labour Organization (ILO) issues, Machine Guarding, Oil and Gas Regulations, Qualifications of Industrial Safety Officers, Labour Relations Statistics, Inspectors' Training, Role of Labour Departments in the Field of Industrial Safety and Health, and the list goes on. In 1968, the Association decided to create permanent or standing committees, whose members would include at least one senior representative from every jurisdiction. These standing committees were to consider issues referred to them by the deputy

ministers and conduct research and make recommendations, to exchange views and share their experience, and to promote staff development activities and consider training and recruitment problems.

Four of the original five standing committees remain in existence today: the Standing Committee on Labour Relations, the Standing Committee on Labour Standards, the Standing Committee on Statistics and Research, and the Standing Committee on Occupational Safety and Health. The fifth committee, the Standing Committee on Training, was disbanded. However, in 1976, a Standing Committee on Women's Policy was established; it was renamed the Standing Committee on Women in Employment in 1980 and remains in existence today.

In addition to the standing committees, ad hoc committees continue to be employed from time to time, on an as-needed basis, to deal with specific matters. For example, ad hoc committees were established for: The Review of the Role and Operations of CAALL (1970), Career Planning in Departments of Labour (1974), Interjurisdictional Exchange of Labour Officers (1975), Mandatory Drug Testing in the Workplace (1986), Workers' Compensation (1990), and Work-Life Balance (2000), to cite a few examples.

Annual Conferences

From the beginning, one of the primary forums for the exchange of information among members has been the annual conference. These conferences were interrupted only once, between 1944 and 1948, as a result of the Second World War. In the early years, the annual conferences were held in Ottawa. Since 1950, the location of the annual conference has rotated from jurisdiction to jurisdiction, to distribute more evenly the hosting costs. In the early years, the Executive Committee would also meet in person at least three or four times a year. Since 1990, the Executive Committee has met by teleconference several times during the year, taking advantage of modern technology.

In 1985, members decided to establish a second meeting, referred to as the spring meeting, that would take place in tandem with the May meeting of deputy ministers on ILO issues. This one-day meeting is held in the National Capital Region to this day.

Accomplishments

There is no doubt that one of the Association's major accomplishments has been the benefits that have

accrued to all jurisdictions from the shared research that has been carried out over the years. It is safe to say that no one jurisdiction would have had the resources to commit to this research on a national scale. These research projects include such topics as: Implications of Technological Progress; Effect of the Adoption of Metric Units on Occupational Safety and Health; Quality of Working Life; Safety and Health in the Fishing Industry; Safety and Health in the Construction Industry; Minimum Wage Determination; Equal Pay Legislation; Workplace Hazardous Materials Information System; Labour-Management Co-operation; Interjurisdictional Co-operation (including Mutual Assistance Arrangements, Call Centre Mergers and Labour Information Sharing System); and Work and Family Responsibilities.

With information sharing, jurisdictions have also learned from one another and have benefited from each other's experiences, be it in the area of policy development or legislative and operational issues.

The Canadian Association of Administrators of Labour Legislation has also left a legacy of national labour statistics and publications, many of which are still compiled and published today.

In the Association's early years, members recognized the need for and the importance of national statistical data for decision making by labour administrators. To this end, members asked the federal Labour Department and Statistics Canada to gather specific data and compile statistics at the national level. As well, the Labour Law Analysis Division of the federal Labour Program publishes some of these reports on the department's Internet site. Other statistics are still produced by the Workplace Information Directorate of the federal Labour Program. These statistics continue to be used by governments, unions and employers in all the provinces and the territories.

International Labour Issues

International Labour Organization (ILO)

International labour issues have been a topic of interest to Association members since the beginning and will likely grow in importance in the future, given increasing globalization, the integration of labour markets, and the preoccupation with trade and its impact on labour and human rights.

Throughout its history, the Association has been a vehicle for intergovernmental consultation, particularly

on the activities of the ILO. While the International Labour Organization matters are managed in Canada by the International Labour Affairs Division of the federal Labour Program, the Association continues to be an important forum for addressing international labour issues and preparing Canadian participation in the ILO. A recent example is the consultations that resulted in Canada's early ratification, in June 2000, of ILO Convention 182 concerning the Elimination of the Worst Forms of Child Labour.

The Association has also been the intergovernmental consultative mechanism used for the Canadian Intergovernmental Agreement regarding the North American Agreement on Labour Co-operation.

Relations with Other International Associations

The Canadian Association of Administrators of Labour Legislation has always believed that it is important to develop and maintain close relationships with organizations in other Western industrialized countries, to benefit from an exchange of information and views on labour issues of mutual interest.

For this reason, some provinces and the federal government continued to maintain their International Association of Government Labor Officials memberships and attend the meetings even after the Canadian Association was established in 1938. For many years, both associations adopted the practice of sending delegates to the other's annual meetings, to exchange information concerning new developments in the labour field in the United States and Canada.

In 1979, the International Association of Government Labor Officials reorganized into a new association called the National Association of Government Labor Officials. The National Association is a non-partisan association of the commissioners, directors and secretaries of labour for each state and territory of the United States. It is dedicated to improving the protection of workers' rights and to promoting safe and healthful workplaces. In recent years, the Canadian and United States associations have attempted to establish closer working ties.

The Canadian Association also established and maintained contact with an Australian organization called the Departments of Labour Advisory Committee. This Australian Committee's membership includes the heads of the national and state departments responsible for employment and industrial relations matters in Australia. From 1975 to 1983, the Canadian and Australian associations sent representatives to attend each other's annual meetings. In the early 1980s, however, the question of Canadian representation at the Australian meetings was reconsidered because of the financial costs involved in travelling to Australia. This was a period of generally difficult economic conditions and budget restraints in the public sector. Although Canada no longer sends a representative to the Australian annual meetings, some correspondence was re-initiated between the two groups in the mid-1990s.

Conclusion

The Canadian Association of Administrators of Labour Legislation is a fine example of an intergovernmental mechanism that has enabled and promoted co-operative working relationships between the federal, provincial and territorial governments for the benefit of Canadian workers and employers, and the Canadian economy.

Created in 1938 out of a need for exchange of information among jurisdictions, the Association moved beyond simply information exchange to include identification of shared problems and issues of concern, the search for solutions, identification of best practices, and the design of joint, collaborative research projects to benefit all jurisdictions. In recent years, the Association has also increasingly focussed on international labour issues. With accelerating globalization, there is no doubt that the Association's work in this area will continue to grow.

On a final note, the fact that the Association remains active after 62 years of operation testifies to its enduring value to labour jurisdictions in Canada.

LIBRARY SERVICES AND CANADA'S LABOUR PROGRAM

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Library services have always played an important part in Canada's Labour Program. This is not surprising, as one of the key roles of the Program has been the collection and dissemination of information on labour and industrial relations. Shortly after its creation in 1900, the Department of Labour began to gather reports on industrial conditions in countries around the world. By the end of the first year of operation, 2,500 volumes had been collected and catalogued in a library. There were high hopes for this library as described in the first annual report by then Deputy Minister of Labour, William Lyon Mackenzie King:

"It is hoped that this library may serve, in addition to keeping the public informed of important movements and developments at home and abroad ... to accumulate by degrees a store of material which will furnish original sources of information for the history of the industrial growth and development of Canada." (House of Commons, "Report of the Department of Labour for the year ended June 30, 1901," Sessional Paper no. 36, A. 1902, p. 65.)

This aspiration was realized as the library continued to develop its collection, becoming recognized as one of the most comprehensive information repositories in Canada on labour and industrial relations. Today, this collection forms a vital part of the library of Human Resources Development Canada. The new library's collections were created from the holdings of the departments brought together to form the new Department during a major federal government reorganization in 1993: major components of the collection coming from the former Labour Canada and Employment and Immigration libraries, with smaller portions coming from the collections held by the libraries of the former Secretary of State and Health and Welfare Canada.

Today, the Human Resources Development Canada Library contains approximately 400,000 volumes covering a wide range of social science subjects related to the work done by departmental employees. It also provides electronic desktop access to approximately 3,000 periodicals, over 50 subject-specific databases and to many electronic reference

tools. Subjects include economic policy, education, employee benefits, employment and unemployment, employment equity, fire prevention, income security, information technology, labour and industrial relations, labour law, labour market profiles, literacy, management, occupational safety and health, occupations, pay equity, public administration, social policy, training, wages, welfare, women, workers' compensation, and youth.

The library is a unique resource for Canadian labour history. Of particular interest to researchers in labour and industrial relations are its comprehensive collections of journals on industrial relations and labour economics, Canadian labour union newspapers, and International Labour Organization publications on labour-related issues of intergovernmental concern. In addition, the library maintains an archival collection of publications from Human Resources Development Canada and predecessor departments including Labour, Employment and Immigration, Manpower and Immigration, Unemployment Insurance Commission. We even boast the archival collection from the original department of Citizenship and Immigration that existed in the 1950s.

The library provides a wide range of services to the staff of the Department, and makes its resources available to the Canadian public through both its facilities in Hull, Quebec and interlibrary loans to other libraries. Researchers may search the library's holdings through its catalogue, *Primo*, available on the library's national Internet site. *Primo* includes bibliographic descriptions of electronic resources and links to Internet publications, and its "Featured Lists" identify publications recently added to the library's collections.


Since researchers may also want to contact the library directly, e-mail and mailing addresses (as well as telephone and fax numbers) are available on the Internet site. Library staff can assist in accessing the wealth of factual and statistical information in the library's collections, and can also provide direction both to other resources within the department and to external resources such as other organizations.

Over the past 100 years, there have been many changes in the related technologies of library services: handwritten catalogue cards have been replaced by electronic descriptions available on the Internet, and virtual resources maintained in databases world-wide now enhance the collections housed within

the walls of the library. The library will continue to exploit the latest information technologies to provide the detailed information required by Human Resources Development Canada, in particular the Labour Program Components.

The HRDC Library is open to the public

Visit our Web site at
<http://www.hrdc-drhc.gc.ca/library/common/lib.shtml>



HRDC Departmental Library

- A major source of social science books, periodicals, research papers, government documents, audiovisuals and databases.
- An archival collection of publications by predecessor departments including Employment and Immigration, Labour, Manpower and Immigration, Unemployment Insurance, and Citizenship and Immigration.

A BRIEF HISTORY OF THE WOMEN'S BUREAU

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Women's Bureau
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Established in 1954, the Women's Bureau is the oldest organization in the federal government created to address the concerns of women. When the Bureau was formed, its primary task was to track women's burgeoning labour force participation. As women began entering and remaining in paid employment in far greater numbers, the Bureau's mandate expanded to promoting policies like maternity leave and women's entry into male-dominated occupations. Although women's place in paid work is now quite secure, challenges such as balancing work and family, closing the wage and income gaps, and combatting sexual harassment remain. The following snapshots provide a brief synopsis of the Women's Bureau's evolving mandate over the past 46 years.

1954-1995 – Labour Canada: Focus on the Workplace

From 1954 to 1995, the mission of the Women's Bureau was to advance the full and equal participation of women in employment. Under that mandate, the Bureau undertook research, analysis, and information dissemination on workplace issues; contributed to policy initiatives aimed at improving the situation of women in the labour force; and regularly consulted and collaborated with unions, employers, other jurisdictions, and non-governmental and international organizations. It administered the Marion V. Royce Memorial Grants, named in honour of the first Director of the Women's Bureau, and the Workplace Equality Fund. Both programs supported innovative initiatives relating to equity in the workplace. The two funds were ended in 1995 when the focus of the Women's Bureau shifted to a new mandate.

1995-2000 – Human Resources Development Canada: Focus on Gender-Based Analysis

By the fall of 1995, when the department of Human Resources Development Canada was created from the amalgamation of several former ministries, the Women's Bureau began to assume a broader focus which reflected the wider range of policies and programs for which the Department is responsible. At that time, the Bureau was active in preparing Canada's input to the 1995 United Nations 4th World Conference on Women. One of the key developments from this conference was the widespread promotion of gender-based analysis to advance gender equality. The federal Cabinet formally adopted gender-based analysis through Canada's 1995 national action plan

on gender equality, which committed federal government departments to implementing this approach. Accordingly, in July 1995, the Women's Bureau assumed a new mandate to develop and promote the use of gender-based analysis throughout Human Resources Development Canada.

Gender-Based Analysis: A Process

Gender-based analysis is a process of identifying the specific differences between the patterns of women's and men's involvement in economic, social and legal structures and how these patterns interact with other diverse factors such as race, ethnicity, disability, sexual orientation and location (i.e., rural/urban, etc.). This type of analysis can inform and greatly improve policy and program development, implementation and service delivery processes. While Canada has made great strides in narrowing the gap between men's and women's social and economic equality, challenges remain, particularly for women who may face additional barriers due to disability, age, race, or ethnicity. Additionally, women continue to bear the greater share of caring responsibilities for children and other family members, which can affect their ability to participate fully in the labour market, or impede their capacity to save for retirement.

Other organizations (International Labour Organization, United Nations, World Bank) and governments (Australia, Norway, Netherlands) that have adopted gender-based analysis have found that it offers policy/program makers an enhanced accountability process. For instance, such analysis helps to determine whether allocated resources are

reaching their intended population efficiently and effectively. The analysis also acts as a means of helping governments more fully understand the dynamics of social change. It ensures that policies, legislation and programs are fair and effective, have their intended results, and are consistent with government commitments to equality. Gender-based analysis also serves to clarify the influence that social expectations and stereotypes based on gender can have on public policies/programs.

Looking Forward: A Revitalized Mandate within Human Resources Development Canada

The Bureau recently developed a new mission statement that reflects its plans to work with a network of gender-advisors throughout Human Resources Development Canada to expand the use and development of gender-based analysis. The Women's

Bureau will also be augmenting its range of knowledge products and services including a resource centre and training programs. The overall goal is to have gender-based analysis used as a means of identifying and addressing social and economic inequalities, and also for enlarging opportunities for social and economic growth.

As much as this new mission statement prepares the Bureau for its future work, it also reflects the Women's Bureau's longstanding tradition of endeavouring to enhance the quality of life for all Canadians through the promotion of gender equality. Women's social and economic progress over the past 100 years is a testament to the combined power of individuals, groups, governments and other institutions working together towards a common goal. May the next century bring even higher levels of equality.

For further information:

Visit our Web site at
<http://www.hrdc-drhc.gc.ca/wb-bmof/home.shtml>



DATA COLLECTION, ANALYSIS AND DISSEMINATION: FROM THE PAST TO THE FUTURE

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The *Conciliation Act* of 1900 established the Department of Labour which was mandated to “collect, digest and publish in suitable form statistical and other information relating to the conditions of labour”.

William Lyon Mackenzie King, who came to work for the Department in July 1900, was the first editor of the *Labour Gazette*. By the time the first issue was published in September of the same year, Mackenzie King had established a network of 39 correspondents across the country to report regularly on the ebb and flow of collective bargaining, employment, wages, changes in legislation, and work stoppages across Canada.

Over the years, the *Labour Gazette* gave rise to a number of separate publications such as the *Collective Bargaining Review* (initiated in 1965) which described major wage and non-wage provisions and changes in collective agreements. A few years ago, this publication evolved into the *Collective Bargaining Bulletin*, a monthly publication created to list recent settlements and to provide access to summaries and full text of collective agreements as they became available. Details of agreements either in summary or full text format can be obtained by phone or fax and more recently, clients have direct access to this information through Negotech, an Internet-based application.

The *Wage Settlements Bulletin* launched in 1990 is a monthly publication highlighting wage adjustment analysis that, from its inception, was available by fax as well as in paper copy on its release date. Quarterly detailed wage data is published in the *Workplace Gazette*. Data on work stoppages is published monthly, quarterly and annually and can be accessed via the Internet. The first separate Directory of Labour Organizations was published in 1911 and current directory information is now available in a searchable database on the Workplace Information Directorate Web page.

In 1978, the *Labour Gazette*, then considered the dean of Canadian magazines in the labour field, fell victim to the federal government's austerity program and was discontinued, an action that many felt William Lyon Mackenzie King would never have allowed. Twenty years later, in 1998, owing to outstanding team work, the *Workplace Gazette* was created to serve similar objectives as its predecessor but on a more modest scale.

“I should like to take a minute or two to warn every liberal member of this house that tonight the ghost of Mackenzie King may stalk their bedrooms. I hope that he scares the daylights out of them.” (Stanley Knowles. *Commons Debates*, June 6, 1980.)

Within the *Workplace Gazette*, quarterly wage information is provided, provisions of collective agreements are analyzed, innovative workplace practices are described, work stoppages and labour organization membership surveys are reported. Articles, case studies and reports dealing with numerous issues affecting the world of work are published from all parties in industrial relations, in both private and public sectors – management, unions, academics, and others.

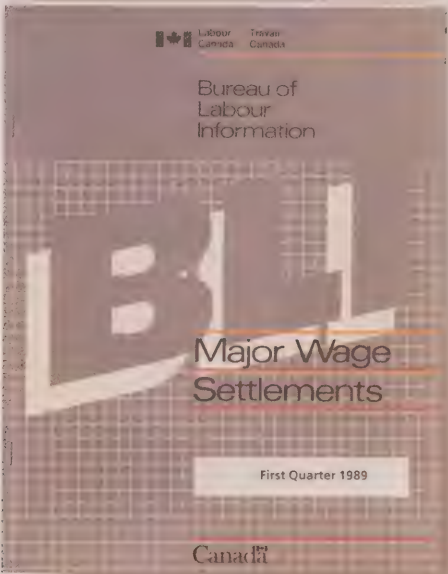
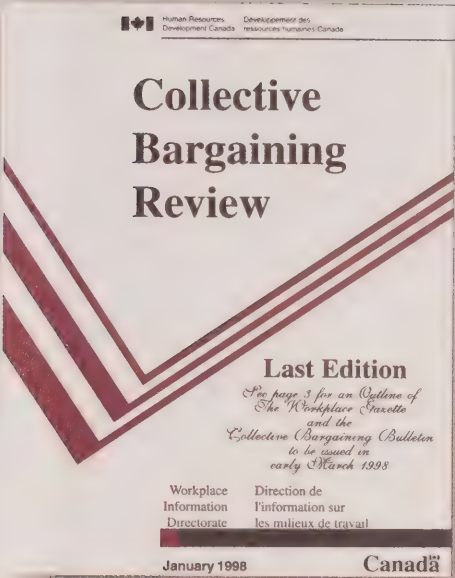
In the past 100 years, data collection has also evolved from handwritten and typewritten manuscripts sent by correspondents to teletype, to fax and now through electronic messaging. Information is available much more quickly and the expectations of timeliness have greatly increased.

Data processing and analysis have evolved: from handwritten registries as was the case for strikes and lockouts, manual calculations of percentage increases to produce schedules of wages and wage adjustments. As technology evolved, calculations were facilitated first by the use of hand held calculators. Later, data was entered into computers inputting data punch cards for reading and processing. Modern technology allows direct input, computer generated reporting and searchable data bases.

Dissemination of information has also evolved with time. Typesetters and typists have been replaced by desktop publishing and e-print. Transmission and access to information is now accomplished by facsimile, email and electronically via the Internet.

Modern formats and easier access provide users with the ability to customize, search, retrieve and save in electronic format for current and future use.

Following are excerpts from earlier publications:



Close piling, extension of breakwater and dredging, Meaford, Ont. Contract dated June 15, 1900. Amount of contract, \$62,570.

FAIR WAGES SCHEDULE.

| TRADE OR CLASS OF LABOUR. | RATE OF WAGES. (Not less than the following rate.) |
|------------------------------------|---|
| | Per day of 10 hours. |
| Contractor's foreman..... | \$ 2 50 |
| Carpenter's "..... | 1 50 |
| " " helpers..... | 1 25 |
| Blacksmiths..... | 2 00 |
| Ordinary labourers..... | 1 00 |
| Drivers with 1 horse and cart..... | 2 00 |
| " " 2 horses and wagon..... | 3 00 |
| " " 1 horse..... | 2 00 |
| " " 2 horses..... | 2 50 |
| | Per month and board. |
| Dredge captain..... | 90 00 |
| " " engineer..... | 75 00 |
| " " fireman..... | 30 00 |
| " " deck hands..... | 25 00 |
| " " scow men..... | 25 00 |
| Tug captain..... | 50 00 |
| " " engineer..... | 50 00 |
| " " fireman..... | 30 00 |
| " " sailors..... | 25 00 |

Drill Hall Building, Brockville, Ont. Contract dated June 29, 1900. Amount of contract, \$42,290.

FAIR WAGES SCHEDULE.

| TRADE OR CLASS OF LABOUR. | RATE OF WAGES. (Not less than the following rate.) |
|------------------------------------|---|
| | Per day of 10 hours. |
| Labourers..... | \$ 1 25 |
| Masons..... | 3 00 |
| Bricklayers..... | 3 00 |
| Carpenters..... | 1 75 |
| Plasterers..... | 3 00 |
| Wrought and cast iron workers..... | None. |
| Steel and trust workers..... | None. |
| Felt and gravel roofers..... | 1 50 |
| Galvanized iron workers..... | 2 00 |
| Slaters..... | 3 00 |
| Electric wires..... | 2 00 |
| Painters..... | 2 00 |

Masonry, proposed lock and dams. St. Andrew's Rapids, Man. Contract dated July 18, 1900. Amount of contract, \$469,000.

FAIR WAGES SCHEDULE.

| TRADE OR CLASS OF LABOUR. | RATE OF WAGES. (Not less than the following rate.) |
|--|---|
| | Per day of 9 hours. |
| Government inspector (a practical masonry and concrete builder)..... | \$ 5 50 |
| Contractor's engineer..... | \$130 per month. |
| " " foreman for masonry work..... | 5 40 |
| Contractor's foreman for concrete work..... | \$ 50 |
| Contractor's foreman for carpenter..... | 4 00 |
| Carpenters..... | 3 15 |
| Carpenters' helpers..... | 2 00 |
| Masons..... | 4 50 |
| Stone cutters..... | 4 50 |
| " " drillers..... | 2 25 |
| Quarry men..... | 1 80 |
| Powder men..... | 2 00 |
| | Per day of 10 hours. |
| Blacksmiths..... | 2 50 |
| " " helpers..... | 2 00 |
| | Per month with board. |
| Dredge captain..... | 80 00 |
| Dredge engineer..... | 65 00 |
| " " fireman..... | 45 00 |
| Dredge crane man..... | 65 00 |
| Dredge deck hands (each)..... | 30 00 |
| Tug captain..... | 60 00 |
| " " engineer..... | 50 00 |
| " " fireman..... | 23 00 |
| Scow men..... | 30 00 |
| | Per day of 9 hours. |
| Divers with complete outfit..... | 10 00 |
| Divers without outfit..... | 5 00 |
| Derrick men..... | 1 80 |
| Ordinary labourers..... | 1 80 |
| | Per day of 10 hours. |
| Driver with one horse and cart..... | 3 00 |
| Driver with two horses and wagon..... | 4 05 |
| Driver with one horse..... | 2 50 |
| Driver with two horses..... | 3 75 |
| Teamsters..... | 1 75 |

High level pier and two bulkheads, Montreal harbour. Date of contract, July 25, 1900. Amount of contract, \$631,033.33.

REPORTS FROM LOCAL CORRESPONDENTS.

DURING the month of January three additions were made to the list of local correspondents of the *Labour Gazette*. Mr. Rodolphe Laferriere, of Hull, Que., was appointed correspondent for the city of Hull and district; Mr. John R. Snell, of Chatham, Ont., correspondent for the city of Chatham and district, and Mr. James McNiven, of Victoria, B.C., correspondent for the city of Victoria and district.

General Summary.

The reports of the local correspondents reflect a healthy state of industry and trade in all parts of the Dominion and give decided indications of the likelihood of substantial activity during the coming months. In practically all of the skilled trades, with the exception of those affected by the winter season, the reports show that the numbers employed are large and the wages received good. Even in the case of some of the trades usually affected by the severe weather, it would seem that operations are being carried on in spite of the inclement season. This is true, for example, in the building trades in Ottawa, Hull, Sydney and several other industrial centres. The traffic on the railways has been very considerable throughout the month, and all factories in all parts are, with few exceptions, working full handed, and several appear to be working overtime. Snow-shedding and the hauling and storing of ice have given employment to large numbers of unskilled workmen. Numbers have also been employed in the work of rock excavation, while there are indications that even the many employed in the woods the output of lumber may be larger than that of previous years.

In a few localities exceptional disasters have thrown a number of people temporarily out of employment. The large fire in Montreal, the destruction of a lithographic and printing establishment in Hamilton, the burning of the *Queen's Hotel* at Niagara, and the fire at the *Indian Mills*, Ont., have all resulted in a large number of employees being thrown

N.B., the closing down of a large local cotton mill has affected many families in that city, but saving where a loss of employment has followed upon these, and one or two other like unforeseen events, the numbers of unemployed have remained very small in all parts of the Dominion. It should be mentioned, however, that many workmen have been affected by *la grippe*, and the reports would indicate that in some cities difficulty has been experienced in carrying on business for want of sufficient hands.

An important feature of the month has been the comparatively few trade disputes of importance. This is more noteworthy in virtue of the fact that several important increases in the rates of wages have been conceded by employers. The practical application of the principle of conciliation and arbitration, referred to in the editorial notice of this issue, is deserving of special mention in this connection.

Several new unions have been formed during the month, and a large number of existing unions have been revising their scales of wages and have submitted for the consideration of their employers demands for higher rates.

Special Reports.

HALIFAX, N.S., AND DISTRICT.

Mr. James H. Phair, Correspondent, reports as follows:—

The condition of the labour market in this district during the past month has been only fair, the protracted stormy weather interfering considerably with outside work. The boom continues at Sydney, where skilled mechanics are steadily in demand.

Some time ago the *machinists* at the Glace Bay coal mines of the Dominion Coal Company made a demand for an increase of 50 cents per day, which was refused by the company. A meeting of the men was held, and it was decided to strike on the 23rd inst. A meeting of the Provincial Workmen's Association was held on the

DEPARTMENT OF LABOUR, CANADA.
STATISTICAL TABLES, SERIES C.

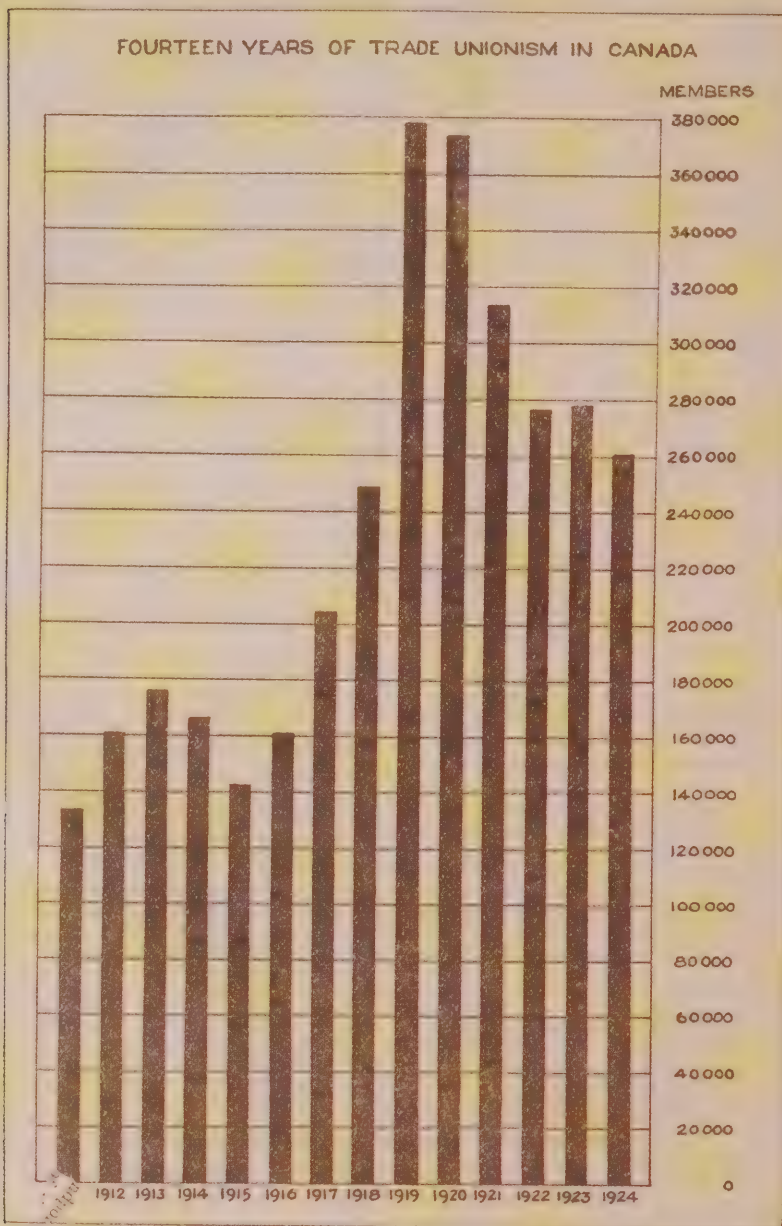
TRADE DISPUTES OF THE MONTH OF MARCH.

| Province. | Locality. | Occupation. | Alleged Cause or Object. | No. of Plants or Establishments affected. | Approximate No. of Employees affected. | Di. Indirectly rectly | Date of commencement. | Date of termination. | Result. |
|----------------|----------------|------------------|---|---|--|-----------------------|-----------------------|----------------------|--|
| Quebec. | Montreal. | Cigar-makers. | Refusal of employers to accede to a demand for revision of existing wage-scale. | 10 | 680 | | April 19. | | No settlement reported at end of month. |
| New Brunswick. | Moncton. | Moulders. | Refusal by management to concede 20 per cent. increase to piece hands and minimum wage of \$2.50, or to recognize union, and subsequent discharge of several union men. | 1 | 40 | | Jan'y. 7. | | No settlement reported at end of month. |
| Quebec. | Grandy. | Cigar-makers. | Against reduction in wages. | 1 | 54 | | " 11. | | No settlement reported at end of month. |
| Ontario. | Toronto. | Stove mounters. | Refusal of firm to recognize two employees as members of union. Employers considered them apprentices, but union claim they are entitled to status as journeymen. | 1 | 22 | | " 21. | | Union states strike still in existence, but employers claim to be satisfied with its working staff and filled vacancies caused by strike with outside men. |
| Ontario. | Brockville. | Cigar-makers. | Refusal of employers to pay union prices demanded. | 1 | 6 | 2 | " 25. | | No settlement reported at end of month. |
| New Brunswick. | Sackville. | Foundrymen. | Objection by men to signing paper pledging themselves to work continuously through the year at present wages. | 1 | 18 | | Feb. 24. | | No settlement reported at end of month. |
| Ontario. | Hamilton. | Moulders. | Refusal of employers to grant increase in wages on certain classes of staves. | 1 | 32 | | Nov. 6. | Mar. 10. | Higher rate granted. |
| Ontario. | Ottawa. | Painters. | Objection by men to engagement of non-union man and refusal of employers to grant increase asked. | 4 | 34 | 55 | " 11. | | Increase granted in one or two cases but no general settlement reported at end of month. |
| Ontario. | Berlin. | Cigar-makers. | Lockout by employers who refused to pay half of prices asked by men. | 1 | 9 | | " 10. | | No settlement reported at end of month. |
| Ontario. | Beeton. | Woodworkers. | Refusal of company to discharge employees objectionable to union. | 1 | 40 | | " 13 Mar. 22. | | Settled under Conciliation Act; all employees reinstated. |
| Ontario. | South's Falls. | Moulders. | For increase in wages. | 1 | 37 | | " 27. | | Increase obtained. |
| Ontario. | Ottawa. | Tailors. | Refusal of employers to grant demand by union for increase averaging about 10 per cent and affecting 39 garments. | 8 | 47 | | " 24. | | Employers, with exception of two, agreed to 32 of demands before strike; and after strike settlement is affected in regard to other 7. |
| Ontario. | St. Marys. | Tailors. | Refusal of employers to meet new prices submitted by men. | 5 | 12 | | " 24. | " 31. | Increase of 8 per cent granted. |
| New Brunswick. | Fairville. | Shingle sawyers. | Refusal of employers to grant rate of wages asked by men. | 1 | 40 | | " 24. | | No settlement reported at end of month. |

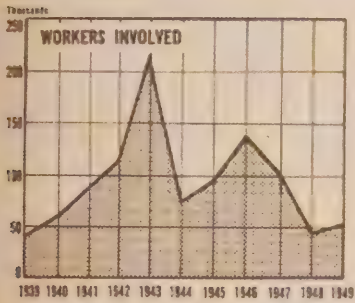
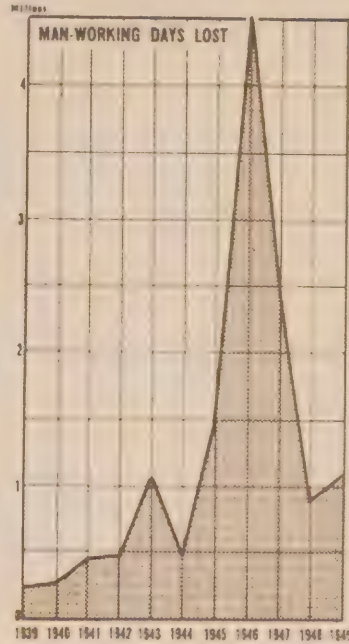
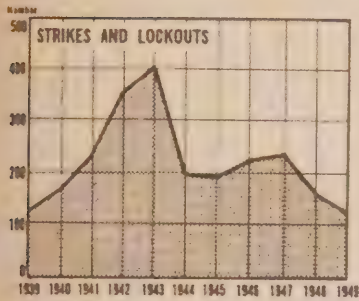
WORK STOPPAGES IN CANADA BY INDUSTRY 1924

| INDUSTRY | NUMBER | WORKERS INVOLVED | MAN-DAYS |
|--------------------------------------|--------|------------------|-----------|
| AGRICULTURE | --- | --- | --- |
| LOGGING | 1 | 1,567 | 44,770 |
| FISHING & TRAPPING | 2 | 621 | 4,800 |
| MINING, NON-FERROUS | | | |
| SMELTING, QUARRYING | 16 | 21,214 | 1,555,105 |
| MANUFACTURING: | | | |
| CLOTHING, INCLUDING KNITTED GOODS | 8 | 3,424 | 30,688 |
| LEATHER, FUR, & PRODUCTS | 5 | 888 | 11,697 |
| PULP & PAPER PRODUCTS | 2 | 156 | 756 |
| PRINTING & PUBLISHING | 9 | 586 | 79,695 |
| SAW & PLANING MILL PRODUCTS | 1 | 350 | 2,100 |
| WOOD PRODUCTS | 1 | 275 | 12,100 |
| IRON, STEEL, & PRODUCTS | 2 | 26 | 874 |
| NON-METALLIC MINERAL PRODUCTS | 2 | 88 | 957 |
| CONSTRUCTION: | | | |
| MILLINGS & STRUCTURES | 13 | 883 | 7,850 |
| SHIPBUILDING | 1 | 150 | 5,100 |
| WATERWORKS, GAS & SEWER CONSTRUCTION | 1 | 75 | 150 |
| TRANSPORTATION & UTILITIES: | | | |
| STEM RAILWAYS | 1 | 50 | 50 |
| ELECTRIC RAILWAYS | 1 | 4 | 661 |
| TELEGRAPH & TELEPHONES | 2 | 83 | 750 |
| SERVICE: | | | |
| PUBLIC ADMINISTRATION | 1 | 1,969 | 12,279 |
| RECREATIONAL | 4 | 60 | 418 |
| PERSONAL-DOMESTIC | 1 | 25 | 25 |
| TOTAL | 73 | 32,494 | 1,770,825 |

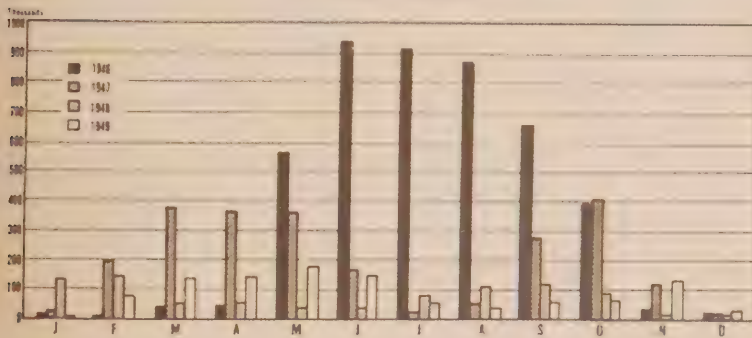
the existing form of organization. Another proposal which has been made is one providing for greater autonomy for the Canadian internationally organized workers, the object



STRIKES AND LOCKOUTS IN CANADA, 1939-1949



WORKING-DAYS LOST THROUGH STRIKES AND LOCKOUTS By Month 1946-1949



COLLECTIVE AGREEMENTS AND WAGE SCHEDULES

Recent Collective Agreements

A file of collective agreements is maintained in the Economics and Research Branch of the Department of Labour. These are obtained directly from the parties involved and through the Industrial Relations Branch of the Department. A number of those recently received are summarized below.

Agreements made obligatory under the Collective Agreement Act in Quebec are summarized in a separate article following.

Manufacturing

Textiles and Clothing

WOODSTOCK, ONT.—FIRESTONE TEXTILES LIMITED AND UNITED TEXTILE WORKERS OF AMERICA, LOCAL 115.

Agreement to be in effect from February 2, 1950, to February 2, 1951, and thereafter from year to year, subject to notice. The company recognizes the union as the exclusive voluntary bargaining agency for all eligible employees. There shall be no discrimination, interference, intimidation, restraint or coercion because of membership or non-membership in the union.

Check-off: both parties agree to the continuance of the voluntary, irrevocable check-off of union dues.

Hours: 40 per day 5 days a week, 48 hour week. **Overtime:** time and one-half for all work in excess of these hours and for work on Sundays; double time for work on 8 specified paid holidays (previous agreement provided for 6 paid holidays). If and when during the life of this agreement the company finds it possible to place all employees on a 45-hour basis the regular shift hours shall be 9 hours per day and 45 hours per week, with overtime at time and one-half for all hours worked in excess of these hours.

Vacations with pay: one week to employees having less than 5 years' seniority, two weeks to employees with 5 or more years' seniority, with pay equal to 2 per cent and 4 per cent respectively of employee's total earnings during preceding year.

Hourly wage rates are increased by 5 cents over the rates previously in effect. The following are the rates for certain classes: Carding department—picker man 89 and 98 cents, waste machine oiler (youth) 74 cents, card grinder fixer 90 cents, card stripper and tenders 91 cents; roving doffer, male 86 cents, female 74 cents; roving piler 86 cents, sweeper oiler (youth) 74 cents, machine fixers 91 cents to \$1; learners, male 73 cents, female and youth 60 cents. Spinning department—band man 89 cents, roving piler 74 and 86 cents. Spooling and warping department—warper tenders 75 cents, B.C. yarn man 89 cents, warper creel man 88

cents, tailing hand, sweeper yarn trucker (youth) 74 cents. Twisting department—ply dollers, male 86 cents, female 74 cents; benders, cable twister tenders 93 cents, cable doffers 88 cents, machine cleaners, others 86 cents; tape boy, yarn reclaimers 74 cents. Weaving department—cable menders, cloth baler 88 cents; weavers 93 cents, splicers 74 cents, tying-in hands 76 to 88 cents. Weaving department—weaver 93 cents, inspectors, quillers, battery hand, helper (youth) 74 cents; measure-graph operator 79 cents. Shop and warehouse—janitor 83 cents, general maintenance 95 cents to \$1.13, elevator man 86 cents, warehouse checker 91 cents, warehouse truckers 89 cents. Hiring rates—male 73 cents, female and youths under 18) 60 cents.

Night shift premium of 5 cents per hour will be paid for all work from 6 p.m. to 6 a.m.

Provision is made for seniority rights and grievance procedure.

WINDSOR, ONT.—CANADIAN AUTOMOTIVE TRIM LIMITED AND THE INTERNATIONAL UNION, UNITED AUTOMOBILE, AIRCRAFT AND AGRICULTURAL IMPLEMENT WORKERS OF AMERICA, LOCAL 195.

Agreement to be in effect from January 1, 1950, to December 31, 1950, and thereafter from year to year, subject to notice. The company recognizes the union as the sole bargaining agent for all eligible employees.

Check-off: the "Rand Formula" is part of the agreement.

Hours of work: 40 per week. **Overtime** at time and one-half will be paid for work in excess of 40 hours in any one week; double time for work on 6 specified paid holidays.

Vacations with pay: employees with less than one year's seniority one week with pay based on 2 per cent of wages earned during the preceding year; employees with one year but less than 5 years' seniority one week with pay based on 2½ per cent of wages; after 5 years' service employees will receive 2 weeks' vacation with pay based on 4 per cent of wages earned during the preceding year.

Hourly wage rates, effective February 6, 1950: assemblers \$1.15, carpenter \$1.51; cook, male \$1.23, female \$1.14, cafeteria help \$1.01; cutters and layers (costum.) \$1.15, "A" cloth \$1.32, "B" (cloth) \$1.22; electrician \$1.01, helper \$1.17; floor help (female) \$1; furnace repairman (costum.) \$1.18, helper \$1.22; helper tender (costum.) \$1.18, inspectors, male \$1.15, female \$1; machinists \$1.41 and \$1.61, millwright \$1.28 and \$1.50; multipower operator \$1.24, helper \$1.17; oiler \$1.15, painter \$1.36, pattern maker \$1.26 and \$1.36, packman (costum.) \$1.20, sewing machine operators \$1.06 to \$1.18, sewing machine repairmen \$1.18, sweepers \$1.08, stockman \$1.18, tinsmith \$1.51, tool crib attendant \$1.14, truck driver \$1.18; vulcanizer operator \$1.20, helper \$1.15.

CANADIAN INDUSTRIAL RELATIONS AT THE DAWN OF THE 21st CENTURY – PROSPECTS FOR REFORM

Roy J. Adams
McMaster University

As Canada heads into the 21st century it is useful to reflect on the state of our industrial relations system – that set of institutions through which labour, management and government interact. Although labour legislation has been altered frequently over the past few decades, none of those alterations have changed in a fundamental way the system that took shape after World War II. An overseas observer returning to Canada after a 25-year absence would be comfortably familiar with today's practice.

This stability may suggest that the system is working well. Indeed, although all of the parties might welcome some changes, the basics of the system are supported by trade unions, employers and government.¹ Fundamental change is not part of the agenda of any of the principals to the employment relationship. Nor is industrial relations reform high on the priority list of our major political parties.

Folk wisdom tells us that there is no need to grease a wheel that is not squeaking. In many circumstances that lesson applies. Sometimes, however, it leads to disaster. Take, for example, a catastrophe that happened a few years back in the North Sea. An oil rig platform collapsed and over 100 people died. Inspection of the platform after the fact revealed that the disaster could be traced to a small crack in the structure. Paint in the crack indicated that it had been there from the time of construction. The platform performed fine under a variety of conditions, but when a major storm hit it fell apart. Research that I have carried out over the years suggests that our system of industrial relations, despite the apparent satisfaction with its current performance, has some outstanding flaws that may very well be the source of serious future problems.

To begin with, we have a very adversarial system, which, in contrast to the situation in other industrialized democracies, produces a high level of industrial conflict.² Although conflict everywhere is much reduced from what it was in the 1960s and 1970s, in international comparisons we have remained close to the top in days lost due to work stoppages. As necessary as respect for the right to strike and lockout is in a democratic nation, actual strikes and lockouts are in no one's interest. It is obvious that systems that produce fair and equitable outcomes without the parties having to resort to overt conflict are preferable to disputatious ones. When work stoppages occur, workers lose income, employers lose output and the public is commonly inconvenienced. But there are more deeply seated reasons for concern with high conflict levels.

Comparative international research that I have carried out over the years indicates that nations with adversarial industrial relations systems do not perform as well economically and socially as do systems characterized by social partnership.³ That argument may be a hard sell at a time like this, when the Canadian economy is performing very well. Nevertheless, the evidence suggests that over the long term, the level of conflict is one of the best predictors of economic performance. In an increasingly integrated international economy, competing with a high-conflict system in place makes about as much sense as racing with leaden shoes. In short, this issue should be on the policy agenda.

Our relatively high conflict level is not the result of something uniquely Canadian. Instead, it stems from institutions that tend to exacerbate rather than settle underlying tensions. The core problem, as I have argued for many years, is the *Wagner Act* legal

¹ I have developed this argument in some detail in Adams 1995a.

² I first explored this theme in an article published in the *Labour Gazette* in April 1975 (see Bibliography). For a consideration of more recent data that confirm the thesis, see Adams 1995 b and c.

³ I developed this thesis in some detail in Adams 1995b.

framework and the conventions that have been spawned by it.⁴ Internationally, collective bargaining is considered to be the most appropriate way to establish conditions of work. Throughout Europe, public policy ensures that all or nearly all workers are represented in the making of the rules of work. The *Wagner Act* model, however, compels workers to take the initiative to establish bargaining relationships against the known public opposition of their employers – a requirement that is sharply at odds with international norms.⁵

As research done by Mark Thompson of the University of British Columbia indicates, keeping the union out and thus avoiding collective bargaining is a formal objective of many – probably most – unorganized Canadian companies.⁶ According to international human rights standards, that goal is improper and unethical.⁷ Nevertheless, Canadian custom has legitimized it to such an extent that writers of Canadian human resource management textbooks provide instruction to future managers on how best to avoid bargaining.⁸ Needless to say, under these conditions employees must engage in confrontation in order to establish a bargaining relationship, thus giving rise to adversarialism from the start of new union-management relationships.

The *Wagner Act* model also fragments the labour force into thousands of tiny units and in doing so encourages decentralized, uncoordinated collective bargaining. Collective agreements run for one year to several years, and agreements expire at times throughout the year and throughout the business cycle.

The *Wagner Act* model also requires as a general rule that all bargainable issues be included in a single agreement and that formal bargaining cease between bargaining rounds. This system stands in stark contrast to practices in many other advanced countries.

For example, a common feature of industrial relations elsewhere, is the annual wage round. Whether negotiations are centralized, as is common in Northern Europe, or decentralized, as in Japan, bargaining rounds open and close within a few months of each other each year.⁹ This format allows for wages to be discussed in the context of annual government budget debates. Public discussion generally results in a consensus about what the economy can afford, and resulting agreements generally conform fairly closely to that norm. Under these conditions, the public interest is a factor in both centralized and decentralized negotiations.

The Canadian situation is quite different. Because negotiations are decentralized and uncoordinated, it is difficult for the parties to see the relationship between what they do and the overall public interest. Consequently, bargaining in inflationary times commonly adds fuel to the fire of accelerating wage and price spirals, as it did in the 1960s and 1970s. During the past two decades, when tight money policies have led to price stability (and high unemployment), the absence of an annual national debate about appropriate wage increases has probably contributed to the decrease in real wages and to relatively declining standards of living for working people.

⁴ See Adams 1993, 1994 and 1995a.

⁵ See, for example, Summers 1998.

⁶ Thompson 1995.

⁷ See, for example, the recent report of the International Labour Organization (ILO) following up the ILO's Declaration of Fundamental Principles and Rights at Work (ILO 2000).

⁸ See, for example, Schwind, Das and Wagar 1999. They note that "In non-union facilities, an implicit objective of management is often to remain non-union. Employers frequently adopt either a union suppression or union substitution approach in order to avoid unionization." Employers using union suppression "may try to intimidate workers, threaten closing or moving the plant or facility, or discriminate against union supporters." Union substitution, on the other hand, "examines what unions bring to the employment relationship and then tries to introduce such features into the non-union workplace." To use this approach effectively, the authors advise their human resource manager readers "to actively apply the ideas discussed in earlier chapters of this book. Failure to implement sound human resource policies and practices provides the motivation for workers to form unions" (pp. 661-662).

⁹ For a review of international variation in collective bargaining, see Adams 1995b.

In countries with annual wage rounds, issues other than wages are dealt with as they arise. Alternatively, the resolution of some issues, such as pensions and the introduction of technological change, may result in longer-term agreements. There is, therefore, no bargaining pressure cooker in which everything must be done in a short period of time or be put off until the next bargaining round.

In Canada, we do have some techniques for dealing with issues as they arise or longer-term issues, such as establishing mid-contract committees. But these expedients are klunky and are dependent on the good will of the individuals who fill particular positions rather than being a fundamental part of the system. When one side or the other won't go along with them they collapse, fanning the flames of discontent.¹⁰

Another serious flaw in our system is the large and growing representation gap. In the European Union approximately 80 per cent of all employees are covered by some combination of collective agreements, negotiations between statutory works councils and enterprise management, and enterprise policies developed by corporate boards on which employees have representation.¹¹ Although most public sector employees in Canada enjoy some form of collective participation in the making of their conditions of employment, the representation rate in the private sector is under 20 per cent. It peaked in the 1960s at just over 30 per cent and has declined since then. This is problematic because, as a recent report by the International Labour Organization (2000) argues, decisions resulting from dialogue between representatives of labour and management (and the state where necessary and relevant) generally produce better social and economic outcomes than

do decisions imposed by unilateral decision making. It is also problematic because, as the International Labour Organization report notes, collective bargaining is a fundamental human right in which all employees should be able to participate.

Could we fix these system flaws if we wanted to? Sure. Our federal political system complicates things a bit, but if there was a strong consensus, the policy tools to get the job done are available. We could, for example, drop the use of union certification based on majority support in fragmented bargaining units. Instead, we could adopt as a policy goal, a system under which employers voluntarily take the initiative to open up negotiations with representatives freely chosen by their employees on any issues of concern. For guidance on how to make that happen, we might want to review French developments of the 1980s. The French government adopted the goal of universal bargaining coverage and to that end, required employers to take the lead in annual wage negotiations.¹²

We could also, as the Germans do, require the establishment of statutory works councils in all enterprises with five or more employees and give those councils a list of issues with which to deal. Over the years, various Canadian commissions and task forces have recommended this approach in order to deal with issues such as downsizing, employment equity, health and safety, profit sharing, and the implementation of basic employment standards.¹³ Recently a federal panel established to review the *Federal Human Rights Code* recommended the establishment of enterprise committees with a mandate to ensure compliance with the *Code* at the level of the workplace.¹⁴ It is too soon to tell what will happen

¹⁰ A good example of this phenomenon occurred at the Steel Company of Canada in the early 1980s. In the late 1970s, the company and Local 1005 of the United Steelworkers Union signed a multi-year agreement based on projections that turned out to underestimate the company's performance. The union, whose members' wages were falling behind inflation, asked that the contract be voluntarily reopened. The company refused. When the contract expired the union demanded a large increase, in part to make up for what it felt it had forgone. At that time the economy was heading into a recession and the company's prospects really were bleak. The result was a nasty strike, which threw Stelco into the red for the first time this century. The full story is reported in Adams 1988.

¹¹ Adams 1995b and ILO 1997.

¹² For a general review of French developments, see Goetschy and Jobert 1998.

¹³ For a review of these efforts as of the mid-1980s, see Adams 1986.

¹⁴ For information on the panel and its work, see Web page <http://www.chrareview.org/index.html>

with this latest report. However, with the exception of health and safety, past recommendations have been almost entirely ignored.¹⁵

These strategies, which are technically feasible even if contemporary political norms make them unlikely, would put an end to the representation gap and help to get rid of the dysfunctional animosity that pervades our system.

How do we get an annual national wage debate? If the federal and provincial governments could come to agreement, legislation could be introduced specifying that the wage clauses of all collective agreements expire on the same date each year. That step certainly would provoke public discussion, which in turn would pressure the parties to rationalize their negotiations. Experience with systems that exhibit these dynamics suggests that the result would be more equity, less conflict and probably lower unemployment.

The above steps would probably provide sufficient incentive for employers, especially small and medium-sized ones, to form associations to deal with employee organizations. Agreements negotiated by such associations and representative unions or coalitions of unions, could be "extended" by legislation to non-members. This would ensure higher levels of income equity, and thus, less reason for discontent and conflict across the economy. We already have some experience with the technique in Quebec. Despite emerging evidence of the competitive economic advantages of multi-employer bargaining, the Quebec government is reducing its reliance on extension, based on the increasingly doubtful notion that the flexibility of disorganized and decentralized employment relations confers some benefit.¹⁶

We could, as many European countries do, allow employees to elect at least some members of corporate boards. Contemporary research and thought, even by sober financial experts such as the Brookings Institution's Margaret Blair (1995), suggests that such a strategy might stabilize corporations and stimulate them to perform better by concentrating on the longer-term viability of the firm rather than on short-term profits.

We could do all of those things if we had the political will. But no such political will exists because the *Wagner Act* model, despite its defects, has the insidious effect of eliciting loyalty from all three parties.¹⁷ Trade unions support the model because, even though it makes organizing new members very difficult, it provides them with strength where they have legal bargaining rights. Business likes it because the conventions that have grown up around it permit unorganized companies legitimately to engage in bargaining avoidance, thus maximizing their decision-making autonomy. Organized companies have learned how to function effectively within the constraints imposed by their union antagonists and to limit the union influence through devices such as management's rights clauses. Governments like the model mostly because of the two major parties' acceptance of the employment relationship it has spawned.

This political deadlock means that the Canadian industrial relations system is not likely to be overhauled any time soon despite its fundamental weaknesses. There are, however, some factors in the current environment that may eventually compel a reconsideration of the system.

On the negative side, drastic government cutbacks during the past decade have produced increasing income differentials and rising discontent among those most deeply affected.¹⁸ Many observers believe that,

¹⁵ The only other exception that I know of is federal legislation that provides for a joint process in both unionized and non-unionized firms in the federal jurisdiction to deal with the employee consequences of plant shutdowns.

¹⁶ Extension legislation is very common in Europe. See, for example, the discussion of it by Franz Traxler (1998). Unfortunately, Quebec seems to be moving away from extension on the theory that a deregulated labour market will be more flexible and thus more competitive. Dutch researchers Teulings and Hartog (1998) have recently argued very forcefully that this notion is false. They argue that in deregulated markets nominal contracts are rigid, while multi-employer bargaining increases flexibility by allowing for adjustment to aggregate shocks. See especially their chapter 2. Recent Quebec developments are documented by Murray, Lévesque and Vallée (2000).

¹⁷ For a more extensive discussion of this phenomenon, see Adams 1995a.

¹⁸ On the opening up of the gap between the rich and the poor in Canada see, for example, the reports in *The Globe and Mail* by Bruce Little, June 19, 2000.

should this trend continue, the result will be escalating social conflict. We'll see more riots, spontaneous work stoppages and a rise in crime and industrial sabotage. In short, given current trends and the right conditions, at some future time, we might have to go through the Dirty Thirties all over again. That won't happen in countries with broad bargaining representation and a strong labour movement. International research suggests that those institutions ensure a system that provides equity and security and thus greater acceptance across the socio-economic spectrum of the political economy.¹⁹

On the positive side is the growing international accord regarding human rights in employment.²⁰ As a result of international discussions and negotiations precipitated by globalization and the movement towards freer trade, there is a strengthening international consensus that a core set of labour rights should be elevated to the status of fundamental human rights. As such, they should be aggressively instituted by governments everywhere. Among these core rights are those of freedom of association and the right to bargain collectively. The International Labour Organization has taken on the role of championing compliance with these rights. In 1998 it adopted a Declaration of Fundamental Principles and Rights at Work that was passed unanimously by representatives of labour, management and government from countries around the globe.²¹ Canada was a keen supporter of that Declaration. Notably, the process leading to the Declaration was initiated by employer representatives at the International Labour Organization.

The notion that core labour rights, including the right to bargain collectively, should be treated as fundamental human rights has also won the support of such international organizations as the World Trade Organization and the Organization for Economic Cooperation and Development.²² In 1998, the United Nations proposed a Global Compact under which international business and non-governmental organizations from around the globe would commit to support compliance with human rights standards and with international environmental standards.²³ Among the first organizations to sign on to the Compact was the International Chamber of Commerce. In short, the global consensus is supported, at least at the level of rhetoric, by organizations from across the political spectrum. That collective bargaining should be treated as a human right has moved beyond the level of debate. The question now is whether those who have signed on will abide by their word or will instead reveal themselves to be immoral hypocrites.

It has long been Canadian policy to be in the forefront of international practice regarding human rights. With respect to the right to bargain collectively, our representation gap provides objective evidence that we are well behind the leaders. Our deviance is no doubt due primarily to ignorance rather than bad faith. As Canadians become aware of our moral delinquency, it will be increasingly difficult for them to accept the gap between our formal values and our behaviour. This may be the issue that precipitates fundamental change in our system.

¹⁹ See, for example, the ILO reports and the book by Teulings and Hartog.

²⁰ See, for example, Adams and Friedman 1998.

²¹ The full text of the Declaration is included in the ILO report entitled *Your Voice at Work*.

²² I have documented the evolution of collective bargaining as a human right in the *Labor Law Journal* article referenced in the Bibliography (1999).

²³ Information on the Global Compact is available at <http://www.un.org/partners/business/globcomp.htm>

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UNIONS WITH LARGEST MEMBERSHIP 1999-2000

| | Membership (000s) | |
|---|-------------------|-------|
| | 1999 | 2000 |
| Canadian Union of Public Employees (CLC) | 461.8 | 485.0 |
| National Union of Public and General Employees (CLC) | 309.0 | 325.0 |
| National Automobile, Aerospace, Transportation and General Workers Union of Canada (CAW-Canada) | 215.0 | 220.0 |
| United Food and Commercial Workers International Union (AFL-CIO/CLC) | 200.0 | 210.4 |
| United Steelworkers of America (AFL-CIO/CLC) | 200.0 | 190.0 |
| Public Service Alliance of Canada (CTC) | 142.3 | 146.6 |
| Communications, Energy and Paperworkers Union of Canada (CLC) | 144.3 | 144.3 |
| International Brotherhood of Teamsters (AFL-CIO/CLC) | 93.0 | 100.2 |
| Fédération de la santé et des services sociaux (CSN) | 97.0 | 97.0 |
| Service Employees International Union (AFL-CIO/CLC) | 81.5 | 90.0 |
| Fédération des syndicats de l'enseignement (CEQ) | 82.6 | 80.9 |
| Laborers' International Union of North America (AFL-CIO/CLC) | 60.0 | 60.0 |
| International Brotherhood of Electrical Workers (AFL-CIO/CLC) | 57.0 | 59.6 |
| United Brotherhood of Carpenters and Joiners of America (AFL-CIO/CLC) | 56.0 | 56.0 |
| Canadian Union of Postal Workers (CLC) | 54.8 | 54.8 |
| Elementary Teachers' Federation of Ontario (Ind.) | 62.2 | 52.4 |
| Ontario Secondary School Teachers' Federation (CLC) | 46.0 | 51.4 |
| Fédération des infirmières et infirmiers du Québec (Ind.) | 47.5 | 47.5 |
| International Association of Machinists and Aerospace Workers (AFL-CIO/CLC) | 50.0 | 45.0 |
| Ontario Nurses' Association (Ind.) | 45.0 | 45.0 |
| British Columbia Teachers' Federation (Ind.) | 45.0 | 44.0 |
| Industrial Wood and Allied Workers of Canada (CLC) | 43.5 | 40.4 |
| International Union of Operating Engineers (AFL-CIO/CLC) | 40.0 | 40.0 |

Source: Workplace Information Directorate

EQUALITY IN EMPLOYMENT: CHALLENGES IN THE 21st CENTURY

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This article outlines the challenge of equality of opportunity posed by management of diverse workforces in the era of globalization and global competition. It examines the experiences of six selected countries that have equal opportunity and employment equity/affirmative action policies: Canada, India, Malaysia, South Africa, the United States, and Britain (and Northern Ireland).

For instance, India and Malaysia have constitutionally sanctioned reservations (or quota) policies; the United States has presidential executive orders requiring affirmative action of federal contractors and subcontractors, with mandated goals and timetables; Canada and South Africa have legislated equal opportunity and employment equity policies, with goals and timetables; Britain has voluntary affirmative action or positive programs in recruitment and training; while Northern Ireland has an effective legislated affirmative action policy and goals and timetables for Catholic minorities.

The article outlines an employment equity index and looks at "best practices" relating to equal opportunity and employment equity/affirmative action programs based on the experiences of these six countries. It also examines lessons to be drawn from the success or failure of these policies and whether such policies can be a source of competitive advantage in the global economy.

Introduction

The beginning of the 21st century presents a range of ideas and reflections on whether national policy makers and organizations are capable of meeting the challenges posed by globalization and increasing competition. One such challenge is the extent to which equality of opportunity is afforded to all members of the increasingly diverse workforces in various nations around the world.

This article examines:

- The experiences of countries where equal employment and employment equity/affirmative action policies have been designed to assist the majority population, such as in South Africa and Malaysia;
- Selected country experiences with quotas/reservations, legislated goals and timetables, and positive action policies and programs. For example, India and Malaysia have affirmative action programs with constitutionally sanctioned mandatory programs; the United States has presidential executive orders requiring affirmative action for federal contractors and subcontractors, with mandated goals and timetables; Canada and South Africa have legislated equal opportunity and employment equity/affirmative action policies, with goals and timetables; and Britain has a policy of voluntary affirmative action programs, while Northern Ireland has legislated goals and timetables and programs for Catholic minorities; and
- "Best practices" relating to equal opportunity and employment equity/affirmative action, based on the experiences of these selected countries, as well as lessons to be drawn from the success or failure of these policies in the six countries, and whether such policies can be a source of competitive advantage in the global economy.

— This article is based in part on a paper presented at the World Congress of the International Industrial Relations Association in Tokyo, Japan. See, Harish C. Jain, *Global Equity in the 21st Century*, Proceedings of the 12th World Congress, Search for Flexibility, Fairness and Prosperity: Alternative Employment Policies in the 21st Century, International Industrial Relations Association, May 29-June 2, 2000, Tokyo, Japan, pages 70-81.

Selected Country Policy Responses to Employment Equity/Affirmative Action Programs

I have selected several countries to illustrate policy responses to discrimination in employment. The policies of India, Malaysia, Canada, the United States, South Africa, Britain, and Northern Ireland will be examined in some detail.

In Malaysia and South Africa, affirmative action policies deal with the majority communities. In Malaysia, such policies deal with the *Bumiputras* ("sons of the soil"), who comprise approximately 59 per cent of the population. In South Africa, constitutional guarantees of equality of opportunity, employment equity legislation and other policies deal with blacks, who make up more than 70 per cent of the population, and with females, coloureds, Asians, and persons with disabilities. In India, the government's task is one of addressing inequalities for a significant number of minorities such as scheduled castes and scheduled tribes. Both groups constitute 21 per cent, or more than 200 million, of the 864 million population as of 1991 (Jain and Ratnam, 1994). In Canada and the United States, employment equity target groups include racial minorities, women, Aboriginal Peoples, persons with disabilities, and (in the United States) war veterans. In both countries, close to 45 per cent of the workforce consists of women; racial minorities constitute more than 21 per cent of the labour force in the United States and 10.3 per cent in Canada. In Britain, racial minorities form only 4.5 per cent of the working population, but their visibility is increased by their concentration in large metropolitan areas. Women make up 43 per cent of those at work. For people in Northern Ireland, ethnicity and religion are closely intertwined. Their community of origin affects whom they marry, where they live, what school their children attend, their choice of employers, etc. (Cormack and Osborne, 1991) The Catholic minority (42 per cent) is sizeable and growing relative to the Protestant majority (58 per cent). According to the Fair Employment Commission, affirmative action is the key mechanism affecting the working environments inside companies.

The Indian Experience

Indian society has traditionally been based on a caste hierarchy that places the priestly caste at the top and those doing manual labour at the bottom. One group of disadvantaged people are the so-called

untouchables, generally known as the scheduled castes. The second group are the tribal peoples, who are disadvantaged because they are isolated in remote places. They are known as the scheduled tribes.

Members of the scheduled castes and scheduled tribes are predominantly in the unorganized, informal sector, and thus largely unprotected. A substantial majority are dependent on agriculture but do not own land, which leads to very low wages and bonded labour. (Kaur, 1997)

When India became independent in 1947, the nationalist leaders were committed to removing job and other barriers faced by these two groups. They wrote into the Constitution provisions prohibiting discrimination on grounds of religion, race, caste, sex, descent, place of birth, or residence. The purpose was to eliminate discrimination against the castes and to facilitate spatial and social mobility for the tribes.

As a direct result of the constitutional provisions, a reservations or quota policy came into effect. Both scheduled castes and scheduled tribes were given seats in the Parliament and in the state legislative assemblies in proportion to their population. Quotas or reservations (22 per cent) provisions were made for employment in the national and state governments and public sector jobs (public enterprises), as well as for admission into schools, colleges, and medical and engineering schools. Thus, in the Indian experience affirmative action is defined quite rigidly in terms of reservations and quotas. The rationale for constitutional safeguards and affirmative action programs for the socially and economically depressed classes lies in the obnoxious practice of untouchability in respect of castes and exploitive slavery in respect of both the castes and tribes.

In 1990, the Indian government announced that there would be additional quotas or reservations for "other backward classes". The government adopted a quota of 27 per cent for the "other backward classes", on top of the 22 per cent provided for the scheduled castes and tribes. Thus, in all, 49 per cent of government jobs and admissions into colleges and medical and engineering schools were put aside for approximately three quarters of the population. (Jain and Ratnam, 1994)

The Supreme Court of India was asked by several parties to stay the government's order of a quota of 27 per cent for the "other backward classes". In its decision of November 16, 1992, the Supreme Court upheld the government's order (by a majority of six to three) to provide job quotas for the classes. The Court decided that reservations for all three groups should not ordinarily exceed 50 per cent. As well, candidates selected for reserved positions must meet certain conditions of eligibility to satisfy the requirement of efficiency in administration. The judgement exempted from reservations appointments to certain positions, for example, defence personnel, research scientists, medical scientists, and university professors.

The achievements of affirmative action in India are significant, even if they fall short of the quotas, particularly with regard to securing proportionate representation in professional and managerial positions. (Jain and Ratnam, 1994) There is a small but growing middle class of untouchables and tribals.

Affirmative action in India has survived and strengthened because of popular and political support. More than one out of every five seats in the Parliament are filled by scheduled castes and scheduled tribes candidates, as guaranteed by the Constitution. Similar reservations exist with respect to the state legislatures. Continued political pressure from the elected representatives belonging to the caste and tribal communities, who account for 22.5 per cent of parliamentarians and legislators, keeps government and public enterprise managers on their toes. (Jain and Ratnam, 1994) However, progress has been slow on account of low economic growth in the 1950-1990 period. Resources have remained scarce for the expansion of affirmative action in education and other social services.

It has also become increasingly apparent that the beneficiaries of the provisions are likely to be those who were already the better-off members of the disadvantaged communities, and not the worse-off members in whose name quotas were made. In fact, in its 1992 decision, the Supreme Court of India was concerned about the flow of benefits to what is called the "creamy layers" among the disadvantaged. It noted that no really effective way has been found for diverting the benefits of reservation from the better-off to the worse-off members of backward communities. (Beteille, 1993)

Experience in Malaysia

The post-independent government in Malaysia was formed by a coalition of three ethnic groups: the Chinese, the Indians, and the Malays. Following independence in 1957, an accord was forged among the three groups: citizenship for the Chinese and Indians in return for preferential treatment for the Malays under the Constitution. (Puthucheary, 1993; Weiner, n.d.) However, after the riots that followed the 1969 elections it was felt that the ethnic Malay community was economically disadvantaged and that this situation was not conducive to national stability and unity.

A new economic policy resulted in a fundamental restructuring of the Malaysian economy to correct economic imbalances. Several strategies were employed to increase the employment and earned income of *Bumiputras*. Quotas were introduced in various areas such as admission to university and ownership of equity. Quotas were also used extensively in the public sector, where *Bumiputras*, especially those with educational qualifications, found ready employment. Appointments in the civil service were made at a ratio of four Malays to one non-Malay. While there was some resentment on the part of non-Malays, the Chinese leadership within the governing alliance was willing to go along. In fact, the Malays and the Chinese elites struck a political bargain. The deal was that the Chinese could make money, while the Malays could run an administration that pursued pro-growth policies. (Emsley, 1992)

Substantial changes were made to the Constitution to guarantee the special position of Malays. Furthermore, future governments could not amend this section of the Constitution even if they had the two-thirds majority required for other constitutional amendments. Amendments to the sedition laws were passed to make it illegal to question these rights inside or outside Parliament.

In the period after the new economic policy, the government decided to continue the quota program. (Mahathir, 1991) According to Puthucheary (in Weiner, n.d.), the combination of economic growth and special benefits produced a Malay middle class.

Results of the Policies

In 1969, Malays held only 2.0 per cent of the equity in firms and few Malays were in management. By 1990, Malays had 22 per cent of equity, though much of it

was in the hands of Malay institutions rather than individuals. (Weiner, n.d.) Throughout the 1980s and 1990s, the economy of Malaysia grew between 6 and 7 per cent per year. In private sector employment, Malays exceeded the 50 per cent target set in the first plan, reaching 61.8 per cent in the professional and technical categories by 1990. The Malays also improved their representation in the administrative and managerial groups, from 22.4 per cent in 1970 to 31.3 per cent in 1990, although the target was 49.3 per cent. This missed target reflects low Malay representation at the managerial and supervisory levels in the manufacturing and service sectors. (Hodges-Aeberhard and Raskin, 1997)

The most significant change over the years has been the reduction in the incidence of poverty from 68.3 per cent of the population in 1970 to 8.8 per cent in 1994. (Ganguly, 1997)

There have also been some negative consequences of affirmative action. First, it has been difficult for the civil service to maintain its image as impartial and politically neutral when it is constantly making decisions based on ethnic considerations rather than on the objective criteria of need and merit. (Puthucherry, 1993) Second, affirmative action can result in the perpetuation and even strengthening of ethnic cleavages. Third, affirmative action programs tend to lead to conflicts within the preferred groups themselves, since the benefits of these programs often accrue disproportionately to better-off members of the groups. This is especially the case between the dominant Malay group and the other indigenous subgroups that together make up the *Bumiputra* category, such as the Sarawak and Sabah groups. Finally, some critics have argued that once affirmative action provisions are introduced, they become permanently entrenched in the political system, serving the interests of a small minority.

The United States Experience

In the United States, initially the country had to address the problem of a disadvantaged minority rather than a majority or large plurality. The term affirmative action first appeared in United States law, in the *Civil Rights Act* of 1964, title VII. This statute covers both private and public sector employers with 15 or more employees. According to Leonard (1984a), more than 1,700 class action suits have been filed under this legislation. These suits have been among the most powerful prods to increasing minority and female employment.

In 1965, then President Lyndon Johnson issued an executive order requiring affirmative action in employment and promotion of all federal contractors, even if they had never discriminated. Leonard (1985) has found that even though the goals may be inflated somewhat by a federal contractor and are not usually attained, the contractor that promises to employ more minorities does actually employ more in subsequent years. Affirmative action plans by federal contractors have resulted in employment and occupational advances for minorities in the United States. (Leonard, 1984b)

Experience in Britain and Northern Ireland

In Britain, equal employment opportunity legislation was initially introduced during the 1970s and has been gradually expanded to include more groups and to cover more aspects of employment.

There is separate legislation covering sex, race, and disability and separate arrangements with separate enforcement agencies in Britain and in Northern Ireland. In Northern Ireland, religion is the main reason for the Fair Employment legislation. An important development since 1973 is the role of European Community legislation, which takes precedence over United Kingdom law and has brought about changes in the British legislation, especially relating to women. (Sloane and Mackay, 1997) Britain became a member of the European Community in 1973 and thus subject to its law.

In Britain, the Equal Opportunities Commission and the Commission for Racial Equality are the enforcement agencies for the *Sex Discrimination Act* and the *Race Relations Act*, respectively. They have the power to request information from employers and other organizations, to undertake formal investigations, and to issue "non-discrimination notices". Both agencies have the authority to issue codes of practice. While adherence to such codes is voluntary on the part of employers, non-compliance may be taken into account in legal proceedings.

Although there is no general provision for affirmative action in these two pieces of legislation, it is permissible in recruitment and training where there have been fewer or no members of one race or sex in particular work in the previous 12 months.

Northern Ireland has its own Sex Discrimination Order, 1976, and Equal Opportunities Commission, but

legislation covering racial discrimination was enacted only recently. Religion, not covered by legislation in Britain, has the most extensive legislative coverage in Northern Ireland, with provisions for both affirmative action and contract compliance. Although legislation prohibiting discrimination on the basis of religion has existed in Northern Ireland since the partition of Ireland in 1920, it was not until the enactment of the *Fair Employment Act* of 1976 that employment discrimination on the basis of religion and political opinion in both public and private employment was outlawed.

Due to the ineffectiveness of the first *Act*, another *Fair Employment Act* was passed in 1989, considerably strengthening the provisions. The 1989 *Act* provided for compulsory registration of employers of more than 10 workers with the Fair Employment Commission; compulsory annual monitoring of workforces and of applicants for employment; and a compulsory review every three years of recruitment, training, and promotion practices. It also required affirmative action with goals and timetables and a new code of practice. Penalties under the *Act* include criminal penalties, economic sanctions, exclusion from tendering for government contracts, and denial of any government grants. (Sloane and Mackay, 1997)

The Fair Employment Commission's enforcement powers are substantially greater than those of the Equal Opportunities Commission and the Commission for Racial Equality in Britain. However, according to Commission for Racial Equity, there has been increasing acceptance of ethnic monitoring in the 1990s. Hence, this Commission made several proposals to the government in 1993. These included the compulsory monitoring of the ethnic origins of those in employment, contract compliance, powers for local

authorities, and class action suits in industrial tribunals.

In its annual report for 1994-95, Northern Ireland's Fair Employment Commission reported that between 1990 and 1994, the overall proportion of Catholics had increased in every occupational group. The largest increase was in managerial and professional occupations, with increases of 3.9 per cent in the case of managers and administrators and 5.4 per cent in the case of professionals. The Commission concluded that about half the under-representation of Catholics, both in employment and in the top two socioeconomic groups, had been eliminated in the four years of monitoring. By 1994-1995, 20 large organizations had agreed to written and binding agreements to affirmative action programs, and a further 10 were in the process of doing so. (Sloane and Mackay, 1997)

A Case Study of Diversity in Canada

Canada's population and workforce are becoming increasingly pluralistic. Forty-two per cent of Canadians report origins other than French or British, while 16 per cent of Canadians are foreign born. (Heritage Canada, 1996:2) In the context of employment equity/affirmative action policy formulation, this section refers to four designated groups: women, visible minorities, Aboriginal Peoples, and persons with disabilities.

Table 1 shows the representation of these four groups in the Canadian workforce from 1981 to 1996. The proportion of women and Aboriginal Peoples has remained almost steady. The proportion of visible minorities has more than doubled, from 4.9 per cent to 10.3 per cent. Persons with disabilities represent 6.5 per cent of the labour force.

Table 1
Percentage of Workforce Representation of Designated Groups in Canada (1981, 1986, 1991 and 1996)

| | <u>1981</u> | <u>1986</u> | <u>1991</u> | <u>1996</u> |
|---------------------------|-------------|-------------|-------------|-------------|
| Females | 42.1 | 44.0 | 45.9 | 46.5 |
| Aboriginal Peoples | 1.3 | 2.1 | 3.0 | 2.1 |
| Visible minorities | 4.9 | 6.3 | 9.1 | 10.3 |
| Persons with disabilities | n/a | n/a | 6.5 | 6.5 |

Source: 1981, 1986, 1991, 1996 census data, *Statistics Guide*

Policy Responses in Canada

The Canadian responses to improving the status of designated groups such as women, ethnic minorities, Aboriginal Peoples, and persons with disabilities can be divided into three groups. One category of response takes the form of prohibiting discrimination on enumerated grounds. The federal government and all the provinces and territories, for instance, have human rights legislation prohibiting discriminatory treatment on several grounds, including gender, race, ethnic origin, religion, and age. Section 15(2) of the *Canadian Charter of Rights and Freedoms* guarantees certain rights and freedoms without precluding employment equity programs. This section applies to all government agencies across Canada: federal, provincial, territorial and municipal.

The second category of response has been to enact specific legislation aimed at implementing employment equity programs. This has taken the form of the federal *Employment Equity Act* of 1986. The 1986 *Act* mainly covers employers in three sectors: banking, transportation, and communications. It was amended in October 1995 and strengthened to include federal government agencies for the first time. It now covers about 343 private sector employers and federal Crown corporations with a total of 576,965 employees. (Jain, 1995)

The third category of response has been to use administrative policy (as opposed to legislation) to require implementation of employment equity programs. The best example here is the Federal Contractors Program (1986), which requires organizations with 100 or more employees bidding on federal government contracts of \$200,000 or more to undertake employment equity programs. As of March 31, 1995, the Federal Contractors Program covered 1,286 employers and 1,129,708 workers. (Jain, 1995) Contractors are required to remove barriers faced by the four designated groups in selection, hiring, promoting and training; to mount proactive measures; and to come up with specific goals and timetables.

Table 2 indicates the progress – or lack of progress – since the *Employment Equity Act* was enacted in 1986. The table indicates the status of the four designated groups in 1987, the first year after enactment, and in 1994 and 1996. The table shows representation in each sector overall and in selected large companies. Regarding the representation of women, the banking sector shows the ghettoization of women phenomenon, and the transportation industry has a long way to go. The communications

sector seems to be the only one that comes close to matching the external representation of women. All industrial sectors have a dismal representation of Aboriginal Peoples. Persons with disabilities are also poorly represented across all sectors. Visible minorities show a great deal of improvement in overall representation from 1987 to 1996. In banking they exceed their external representation, while in transportation their representation has improved somewhat but is still less than one-half their availability in the external labour market. Visible minorities have improved their share of representation in the communications sector from 4.1 per cent in 1987 to 8.8 per cent in 1996. However, this is still below their external availability according to the 1996 census.

Table 2 also shows the representation of the four designated groups in selected large organizations in each of the three industrial sectors covered by the federal *Employment Equity Act*. Women are over-represented in all six chartered banks relative to their representation in the Canadian labour force in 1996. This is not the case in the other industrial sectors. Females are under-represented in all seven prominent transportation companies, relative to the census, except for some improvement at Canadian Airlines and to some extent at Air Canada (41 and 36.5 per cent respectively). Women's representation at these two airlines exceeds women's overall representation in the transportation sector, while Voyageur and Greyhound show slightly higher women's representation than the sector overall. In the six companies in the communications sector, only CTV and Bell Canada show a higher representation of women relative to the census as well as the sector generally.

Of all the designated groups, Aboriginal Peoples have seen the least improvement in almost all the large companies in the three industrial sectors. They remain under-represented in all the companies in Table 2 relative to their census representation; however, at least three banks fare well relative to Aboriginal representation in the banking sector overall. Persons with disabilities improved their representation from 1987 to 1996 in relatively few companies and remain under-represented in the selected companies in all three sectors. Visible minorities exceed their census representation in the selected banks (except for the National Bank of Canada) in 1996 relative to 1987. However, they are below the census representation in the selected companies in both the transportation and communications sectors.

Table 2

**Representation of Designated Groups in Major Companies in Canada
1987, 1994, 1996 and by Census Labour Force, 1996**

| Designated Groups | Women | | | Aboriginal Peoples | | | Persons with Disabilities | | | Members of Visible Minorities | | |
|------------------------------------|-------------|-------------|-------------|--------------------|------------|------------|---------------------------|------------|------------|-------------------------------|-------------|-------------|
| | 1987 % | 1994 % | 1996 % | 1987 % | 1994 % | 1996 % | 1987 % | 1994 % | 1996 % | 1987 % | 1994 % | 1996 % |
| Sector and Company | | | | | | | | | | | | |
| Sector: Banking | 76.1 | 75.9 | 74.8 | 0.6 | 1.0 | 1.1 | 1.8 | 3.7 | 3.7 | 9.5 | 13.7 | 14.1 |
| Royal Bank of Canada | 77.2 | 77.2 | 76.3 | 0.1 | 0.8 | 0.9 | 1.6 | 3.4 | 3.5 | 7.5 | 10.8 | 10.5 |
| Canadian Imperial Bank of Commerce | 78.2 | 76.5 | 75.0 | 0.7 | 1.1 | 1.1 | 4.0 | 2.6 | 2.3 | 12.2 | 14.3 | 13.9 |
| Bank of Montreal | 74.6 | 75.1 | 73.2 | 0.3 | 1.3 | 1.9 | 0.7 | 2.7 | 2.5 | 9.6 | 14.1 | 15.8 |
| Bank of Nova Scotia | 76.9 | 77.3 | 76.1 | 1.1 | 1.5 | 1.6 | 0.5 | 6.8 | 6.5 | 10.6 | 16.6 | 17.0 |
| Toronto-Dominion Bank | 77.4 | 74.3 | 72.6 | 1.0 | 0.7 | 0.7 | 2.3 | 6.9 | 6.1 | 10.9 | 17.6 | 18.4 |
| National Bank of Canada | 77.2 | 81.5 | 44.8 | 0.4 | 0.7 | 1.2 | 0.5 | 1.9 | 2.7 | 1.3 | 3.1 | 9.2 |
| Sector: Transportation | 16.9 | 20.8 | 21.8 | 0.7 | 1.2 | 1.2 | 1.4 | 1.7 | 1.6 | 2.6 | 4.2 | 4.8 |
| CN | 7.7 | 7.2 | 8.4 | 1.0 | 2.0 | 1.7 | 1.8 | 2.4 | 2.4 | 2.8 | 7.0 | 4.7 |
| Air Canada | 33.5 | 34.8 | 36.5 | 0.21 | 0.1 | 0.5 | 1.1 | 1.2 | 1.4 | 2.9 | 4.1 | 5.8 |
| CP Rail | 6.4 | 7.6 | 6.9 | 0.5 | 0.7 | 0.7 | 1.1 | 1.2 | 1.1 | 1.8 | 2.5 | 2.5 |
| Canadian Airlines International | 37.1 | 40.0 | 40.9 | 0.4 | 0.4 | 0.4 | 0.6 | 1.1 | 1.0 | 2.9 | 6.0 | 6.6 |
| Greyhound | 16.7 | 20.9 | 24.2 | 0.1 | 0.6 | 0.4 | 1.0 | 0.0 | 0.0 | 1.6 | 2.1 | 1.6 |
| VIA | 19.0 | 19.0 | 20.6 | 0.5 | 0.8 | 0.9 | 1.8 | 2.5 | 2.5 | 4.8 | 8.0 | 8.5 |
| Voyageur | 13.2 | 21.2 | 26.6 | 0.0 | 0.5 | 0.6 | 1.0 | 1.0 | 1.2 | 1.5 | 3.1 | 4.7 |
| Sector: Communications | 39.6 | 41.5 | 42.2 | 0.6 | 1.0 | 1.1 | 1.4 | 2.2 | 2.5 | 4.1 | 7.2 | 8.8 |
| Canada Post Corporation | 36.2 | 37.5 | 38.1 | 0.9 | 1.1 | 1.5 | 1.9 | 2.9 | 4.1 | 4.0 | 6.3 | 8.6 |
| Bell Canada | 50.4 | 47.2 | 57.3 | 0.5 | 0.5 | 0.7 | 1.0 | 2.3 | 1.9 | 4.1 | 5.5 | 8.4 |
| Canadian Broadcasting Corporation | 35.2 | 40.3 | 41.3 | 0.6 | 1.6 | 1.4 | 1.3 | 3.1 | 2.8 | 2.1 | 5.1 | 5.0 |
| Purolator Courier Ltd. | 22.6 | 24.5 | 23.1 | 0.1 | 0.5 | 0.6 | 0.3 | 0.5 | 1.6 | 1.2 | 4.6 | 12.6 |
| CTV | 46.2 | 59.6 | 45.6 | 0.0 | 1.8 | 0.9 | 2.0 | 1.8 | 1.8 | 5.7 | 14.0 | 8.3 |
| CHUM Limited | 32.6 | 33.8 | 35.9 | 0.1 | 0.3 | 0.3 | 0.5 | 2.4 | 2.3 | 1.3 | 3.8 | 4.7 |

Note: Representation of the designated groups in labour force (1991): women, 46.4%; Aboriginal Peoples, 2.1%; persons with disabilities, 6.5%; members of visible minorities, 10.3%.

Source: Adapted from Canadian Human Rights Commission, 1998 and the Annual Employment Equity Report of Human Resources Development Canada, 1998.

Effectiveness Criteria for Employment Equity

Legislation, compliance monitoring, and good intentions are all helped along by the development of effectiveness criteria. These are set out in the Employment Equity Index developed by Jain. (Jain and Hackett, 1989) Employment equity/affirmative action legislation in most countries including Canada and South Africa embodies these criteria.

In essence, the criteria allow employers to develop "best practices" and to implement and evaluate the effectiveness of employment equity programs.

The Employment Equity Index¹ consists of:

- Accountability
- Numerical goals and timetables
- Monitoring and control mechanisms
- Ongoing publicity
- Employment practice review
- Special target or designated group recruitment and training efforts
- Employment equity committee or co-ordinator
- Resources or budget

The Index is reflected in the characteristics of "best practices" defined below.

Best Practices

"Best practice" implies the concept of "better than compliance" with employment equity/affirmative action legislation. It asks employers to undertake proactive initiatives. The following description is based on research into private sector organizations compiled and analysed by the United States Equal Employment Opportunity Commission. (Jain and Bowmaker-Falconer, 1998; Jones, 1997)

According to the Commission Task Force (December 1997, page 25) a best practice:

- Complies with the law. A best practice is not accomplished by minimal compliance with the law, since all employers must meet that standard;
- Promotes equal employment opportunity and addresses one or more barriers that adversely affect equal employment opportunity;

- Manifests management commitment and accountability;
- Ensures management and employee communication. Management should participate and interact with employees and employee groups;
- Produces noteworthy results. A practice may look great on paper, but without implementation and results its value is subject to conjecture and is unrealized; and
- Does not cause or result in unfairness. An affirmative action plan cannot unnecessarily trammel the rights of non-designated groups.

Implications

In my view, the effects of diversity are long term. We are only beginning to examine the costs and benefits of decision making, creativity, and innovation as related to the management of plurality.² Cultural and ethnic differences can also increase costs through interpersonal conflict, communication breakdowns, and high turnover rates.

I have attempted to demonstrate that growing plurality in the labour force is a widespread phenomenon. It is not limited to a few countries that have acquired diverse populations through accidents of history. There are several reasons to expect that plurality in the populations and workforces of most nations will continue to grow in the next century. The forces of globalization will continue to move resources across national boundaries. This will include human resources. In technologically sophisticated industries such as computers, communications, and biotechnology, the workforce is already very diverse in most countries of Europe and North America and in several Asian countries. Firms are acquiring human resources to achieve a competitive edge and they are doing so independent of national boundaries. Facilitating the spread of this trend to other industries are decreasing costs (in real terms) and ease of travel. People can live and work in a place other than their homeland and still travel to see their families and keep in touch with their friends. The advent of electronic mail has also reduced the psychic costs of going elsewhere to seek your fortune.

¹ For a description of each of the factors in the Employment Equity Index, please see Jain and Hackett, 1989.

² The terms plurality, diversity, and employment equity/affirmative action for designated groups are used interchangeably.

I have argued that this increasing diversity requires a policy response from both governments and businesses. Ignoring this growing reality is only going to make the problems worse. Social conflict and upheaval can impose even higher costs. In the area of public policy, I have noted a number of approaches. These range from mandatory quotas for minority representation (e.g., through the Constitution in India) to goals and timetables that guide policy at the organizational level (e.g., in Canada and the United States). There is also evidence from South Africa that in a few cases industry can set up its own initiatives for proactive change.

I have not yet exhausted the full range of policy responses attempted in other countries. There is a need to keep looking for other creative ways for governments to promote greater equity. Acting on their leadership role within society, for example, governments can initiate education and training activities in this area. Quite often, acceptance of diversity depends upon the dominant values in a society. In this regard, governments could be much more effective in suggesting new directions, especially if this is done in advance of any law.

At the firm level, organizations can adopt the "best practice" approach discussed earlier.

Despite the growing reality of diversity in the workforce, most governments and firms are still dragging their feet over adopting labour market policies to address the needs of diverse groups. As a researcher, I find that only a small number of countries and firms have begun to collect data on diverse groups. Fewer still have formal policies aimed at harnessing the potential of diversity. Some governments and firms do not collect data on diversity because they claim the issue is too "sensitive". This very sensitivity, I would argue, points to the importance of dealing with the issue before it becomes a larger problem. It is imperative that both governments and firms should begin to collect data on diversity in all cases where the proportion of diverse groups approaches or exceeds the 5.0 per cent mark. These data can then be used to design policies and to measure the effectiveness of policies in place.

Conclusions

Employment equity/affirmative action policy measures stimulate positive changes in the workforces of affected

employers in the selected countries. In particular, such public policy measures:

- Help broaden the focus of the affected employers to designated groups in the selected countries;
- Require employers to collect both stock and flow data on the designated groups in several countries such as Canada and the United States;
- Encourage many employers to devise new and innovative measures to attract, retain, and motivate designated group workers by adopting proactive hiring, training, promotion, and compensation policies;
- Persuade many employers to relate their human resource management plans to corporate plans by revamping the human resource function, and in many cases by developing human resource information systems to benefit both designated groups and other workers; and
- Sensitize employers to changing demographics, thereby helping managers develop policies to cope with these developments.

Implications at the Organizational Level

At the organizational level, much of the success or failure of employment equity/affirmative action programs can be attributed to whether employees believe that staffing processes for designated groups were procedurally fair. In other words, do employees perceive equity in the recruitment, selection, and promotion processes used to make managerial decisions relating to the target groups? If the process appears unfair, designated groups suffer negative self-perceptions of competence. Several studies support the notion that employees have higher perceptions of fairness when employment equity/affirmative action is achieved through certain competitive advantage arguments. (Greenberg, 1990; Heilman, McCullough, and Gilbert, 1996) Studies have also shown a relationship between procedural fairness and organizational outcomes such as trust in a decision maker.

Similarly, organizational determinants such as the status of the employment equity/affirmative action officer can have an impact on the success or failure of such programs. Pfeffer, Davis-Blake, and Julius (1995)

found that the salary paid to the head of a program affected the amount of change in the racial and gender composition of senior positions. An officer with higher status, and higher pay relative to other administrators

in the same organization, was more likely to mobilize resources and have a higher proportion of women and other designated groups in the organization.

Note:

Since this article was written, the Equality Commission for Northern Ireland was set up under the provisions of the Northern Ireland Act of 1998. This Commission has taken over the existing Northern Ireland Orders relating to sex, disability, religious (fair employment) and other types of discrimination. There has been no harmonization of these Orders by the new Commission as yet, although this is planned for the future. Hence the provisions of the existing anti-discrimination legislation on religion/politics, sex, race and disability remain as they were before the Act. There has been no extension of fair employment provisions to any other grounds. Race, gender, disability and religion/politics legislation cover both the public and private sectors as well as employment and the provision of goods, facilities and services.

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INDUSTRIAL RELATIONS IN A NEW MILLENNIUM

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The beginning of a new century, like the beginning of a new year or a new decade, is usually a time for critical reflections on the past and the present, contemplation of the future, and explorations of desired changes and new directions. Since the 21st century is also the dawn of a new millennium, a countless number of organizations and institutions in all walks of life have been engaged over the past few years in a review and assessment of their failures and successes, and a rethinking of their activities, priorities and goals. The nature and scope of the current reviews, however, is different from the exercises of the past in that there is a growing belief that we are not simply entering a new century or a new millennium, but we are also witnessing the beginning of a new age – a new era with a vastly changed and highly complex environment that poses exciting challenges and offers potentially unlimited opportunities.

This perception is particularly common among industrial relations academics, practitioners and policy makers, who are convinced that the world of work is undergoing fundamental changes affecting all aspects of work, that is the premises, values, laws, institutions and practices that govern employment relationships. These changes are rooted in unprecedented and interrelated economic, political, social, demographic and technological developments. The changes are reshaping both individual behaviour and organizational goals and functions, and are redefining the nature of work and the workforce, the work environment and work relationships.

The overall impacts of these changes on the economy and society are highly uncertain. On the one hand, the dynamic "new economy" and post-industrial society, driven by forces of globalization and a revolution in information and communication technology, appear to promise exciting opportunities for greater prosperity and advancement, continuous learning and enhanced flexibility for both organizations and individuals. On the other hand, the process of restructuring in response to changing markets and technology is leading to heightened levels of insecurity, uncertainties, mental and physical stress, and a growing polarization in incomes and jobs, creating "winners and losers" and sowing the seeds

of social division. To keep a healthy balance between exaggerated optimism and undue pessimism, it is important to understand and appreciate the successes and failures of the past century, the exact nature and scope of the current challenges facing us, and the choices we will have to make if we are going to overcome the stresses and strains associated with the change process and exploit the new opportunities available to us.

In this short article, I would like to look at the achievements and failings of the past century, the current state of work and the workplace, and possible directions for the future.

Achievements and Failures of the 20th Century

The past one hundred years have unquestionably been a period of extraordinary change in the world of work. Despite two world wars, a major depression, frequent ups and downs in economic activity, and unpredictable changes in markets and technology, the overall well-being of workers has improved significantly, far beyond our grandparents' wildest dreams. The unprecedented progress in the economic, political and social status of workers is evident in manyfold increases in real wages; a marked reduction in hours of work; public policies to protect workers from the risks of illness, involuntary unemployment, various forms of discrimination, disability, and accidents and injury at work; opportunities for education and training; provision of a public pension in retirement; constitutional recognition of rights of association and equality; and the expanded role and significance of labour organizations in the economy and society.

Indeed, in 1978, John Dunlop, widely regarded as the father of industrial relations as an area of study, wrote in an introduction to the book *Labor in the Twentieth Century* (a review of labour developments in the United States, United Kingdom, Germany, France and Japan) that the 20th century is likely to be known as the century of the worker or of the employees in advanced democratic societies. He based his prediction on the "unprecedented changes in the economic and social status of workers ... and the role

of labour organizations in the economic, industrial relations and political lives of the five countries." The magnitude of these changes, according to Dunlop, were without historical parallel, and not likely ever to be repeated on the same scale.

Dunlop's observations are as applicable to Canada as they were to the five countries on which he based his generalizations. The changes in Canada's economy and society over the past one hundred years, in particular the role and significance of work, and the economic and social status of workers, are truly unparalleled. The profound change in the quality of working life of Canadians since 1900 has been widely noted in many public policy and scholarly reviews, including the 50th and 75th anniversary issues of the *Labour Gazette*. Among the noteworthy changes are the following:

- the change from a largely agrarian economy to a knowledge-based service economy, reflected in the radical transformation of the industrial and occupational composition of the workforce and the marked increase in the relative importance of wage and salary earners and the decline in the proportion of self-employment;
- the phenomenal increase in the labour force participation rates, especially in the participation rates of women, particularly married women;
- an almost fivefold increase in real wages, with an unprecedented rise in nominal wages from about \$25 a week in 1900, which was barely enough to meet the basic necessities of life, to an average wage of about \$600 a week in 1999;
- a marked reduction in the hours of work, from 60 to 40 a week, and the change from a six-day work week to a five-day week with provisions for rest periods and premium pay for overtime and shift work;
- the universal coverage for health care, employment insurance, legally mandated standards for hours of work, minimum wages, paid vacations, holidays, notice of termination of employment, maternity and paternity leaves, health and safety protections, and human rights legislation, compared with an almost total absence of public policy to protect workers from any kind of risk or employer abuse, and poor wages and working conditions 100 years ago; and

- the prominent role and significance of unions and collective bargaining in setting terms and conditions of employment and influencing social and economic policy making in contemporary Canadian society, in marked contrast to the weak position of worker institutions at the beginning of the 20th century.

The achievements of the past century, brought about through active and supportive public policies, a progressive labour movement and many worker struggles, are indeed impressive.

The Current Climate of Anxiety

Why, then, do Canadian workers feel so insecure and uncertain about their future prosperity and continued well-being? The feeling of anxiety stems from the complex nature of the changes in markets, technology and public policy over the past two decades, the profound impact of these changes on all aspects of work, and the lack of organizational and institutional adaptations to facilitate adjustment. Recent remarks by Canadian Labour Congress President Ken Georgetti illustrate the concerns of working Canadians. In his preface to *Falling Behind: The State of Working Canada*, a study conducted by the Canadian Labour Congress and the Canadian Centre for Policy Alternatives, Mr. Georgetti writes that the recent economic and labour market developments are highly disturbing for working people and their families, who have been living in a "lean and mean" environment and have not made much progress in the 1990s. He describes the last decade as "the worst decade for Canadians in our history – as bad as the Great Depression decade of the 1930s." He points to the stagnation in the real wages of workers, the rising incidence of long hours, the scarcity and precarious nature of jobs, increased risks of temporary and permanent layoffs, the steady growth of poorly paid part-time and short-contract employment, rising inequality and poverty as a result of cuts in social programs, the constant elimination of jobs and the greater intensity of work due to downsizing and contracting-out. According to Mr. Georgetti, the new "market economy has failed to deliver rising living standards through higher earnings. Instead it has delivered insecurity and stagnant incomes for the great majority." The Canadian Labour Congress study further notes that:

It is no coincidence that the erosion in wages and real incomes, deteriorating job quality, eroding social programs and public services, the

greater economic insecurity that characterized the 1990s and indeed the some 20 odd preceding years were accompanied by a profound shift in the thrust of public policy ... towards creating a more deregulated, laissez-faire, and business-friendly environment. (Jackson and Robinson 2000)

Many of the findings of this study, in particular those related to jobs and earnings inequities, are corroborated by a recent Statistics Canada report, *The Performance of the 1990s Canadian Labour Market*. However, the Statistics Canada study points out that "there are a range of possible causes for the labour market outcomes of the 1990s" and that it is difficult to determine the extent of structural shifts in the nature of work.

Although we do not yet have a full understanding of the nature and scope of the changes, or of their implications, it is clear that the workforce, the type of new jobs created, the work environment, and the orientation of employment relationships at the beginning of the new century are very different from what they were two decades ago. Among the key features of today's workplaces are:

- a more diverse, better educated and much older work force;
- an increase in non-standard, contingent employment, now close to 47 per cent of all employment according to a recent Canadian Policy Research Networks study, with more part-time, temporary, short-term contracts, more home-based work with shorter job tenures, increased incidence of multiple job holding, and a shift in job creation towards self-employment;
- the rising relative importance of small, largely non-unionized workplaces with less than average wages and benefits, partly a result of an increasing focus on core competencies, outsourcing and subcontracting in large organizations;
- an increasing demand for knowledge workers and declining need for unskilled workers, due to changes in market demand and new technology;
- a polarization in hours of work, with rising proportions of workers working longer hours (50 or more) and shorter hours (20 or fewer), as well as an increasing trend towards paid and unpaid overtime;

- stagnant real wages and polarized earnings, with growing disparities in wages and benefits;
- high and increasing levels of insecurity, poor morale, work stress, health and safety risks and social tensions due to industry restructuring and a heavy emphasis on so-called high-performance work systems, with little regard for quality of work or life considerations;
- a declining rate of unionization and collective bargaining coverage, partly because of industry and occupational shifts and successive rounds of downsizing and restructuring in large private and public organizations, and partly because of increasing employer resistance to unionization; and
- a change in employment relationships from a uniform, established, permanent, lifetime attachment with assured wages and job security to a "more diverse, individualized, implicit, deregulated, decentralized, tenuous, and transitory relationship."

It is apparent that the workplace has undergone a significant change. The heightened insecurity, uncertainty and concerns for the future, it appears, are related to both the rapidity of change and the growing gap between the needs and aspirations of workers and the policies and practices of organizations. Adapting to change, especially the magnitude of change we are witnessing, is never easy.

As a Canadian Policy Research Network report on the future of work noted in 1997, it is understandable that many Canadians are very anxious about their future:

However, what has intensified current concerns about the future of work is the erosion of ... institutions that traditionally have softened the impacts of change and helped us to adjust to new circumstances. These include the social safety net, the unions and collective bargaining institutions, and other employment systems that provided predictable improvements in wages, working conditions and living standards. (Betcherman and Lowe 1997)

The report concluded that "the weakening of these sources of security are linked to the rise of a laissez-faire ideology, which has resulted in a "survival of the fittest" environment. This has thrown much of the risk associated with the change onto the shoulders of individuals and away from the collectivity."

Professor Tom Kochan, the well-known industrial academic, has similarly observed:

"The workforce and the nature of work have changed dramatically in recent decades while the policies and institutions governing them remain embedded in the doctrines and models suited to the economy and work force of the 1930s. Thus we are currently suffering from a serious mismatch between who works, how they do it, and how work fits into the global economy and with other key institutions into the society..." (Kochan 1999)

The Challenges in a New Millennium

The changes taking place in the nature of work, in the work force and in employment relationships have important consequences for individuals and organizations. The implications for individual workers are obvious. They have to become more adaptable and flexible, capable of taking more initiative, responsibility and risks, and prepared to learn more technical and social skills. As one review of the changing nature of work has concluded, "the ability to reason and learn will be essential for the future of work" (Howard 1995). Workers will have to take more initiative and assume more responsibility, relate to others effectively and adapt readily to changing circumstances.

The implications for organizations and institutions are more serious, since their responses to changing market and workforce needs have been slow and ineffective, causing widespread insecurity, uncertainty and anxiety. Organizations and institutions – employers, governments and unions – have to make changes in their structures, policies and practices to meet the new needs and expectations of the workforce and to create a more stable and challenging work environment. While I have no desire to lay out a blueprint for a new set of policies and practices, I do want to offer a few guidelines and principles:

- **Governments**, as the guardian of the public interest, have to shoulder the major responsibility to facilitate an effective transition. Far from becoming passive and reactive, they have to provide leadership in effecting change, by facilitating a meaningful dialogue between various groups in society on the challenges and opportunities facing them, by creating a supportive macro environment for change,

and by devising appropriate policies to make adjustment to change easier for organizations and individuals. Further, as the Canadian Policy Research Network document on the future of work suggests, governments have to become "brokers for the different interests in the society, and catalysts for new partnerships and a revitalized social contract." In the current climate of insecurity and uncertainty, amid increasing public mistrust in institutions and leaders, and given the growing gap between the goals and priorities of labour and business, Canadians need more rather than less government.

- **Employers** need to rethink their approaches and strategies towards work restructuring and employment relationships. If they are serious about developing a highly skilled, highly motivated, highly flexible and empowered workforce to effectively realize and respond to the full potential of changing markets and technology, they will have to reassess their high-performance work systems to reflect quality of work and life considerations and the need for an independent mechanism for a collective voice. Rather than avoiding unions or attempting to undermine their role and legitimacy, they should work together with unions to create more flexible and innovative organizations. Just as flexibility is necessary for their organizational renewal and prosperity, they must also understand the workers' need for flexibility to better balance their family and work life and to make use of opportunities for learning.
- **Unions** are important institutions in our economy and society. They must, however, change to reflect the evolving workforce, and they must modify their structures, policies and practices to meet the new and currently unfilled needs of workers. They have to become more inclusive, more democratic and more proactive in their strategies and approaches. In order to become an instrument of social and economic change, capable of influencing social and economic policies, they will have to become an integral part of the broader social movement, and devise new ways to attract those workers who want and need a collective voice but have been denied this right because of ineffective public policy, employer opposition or poor union image.

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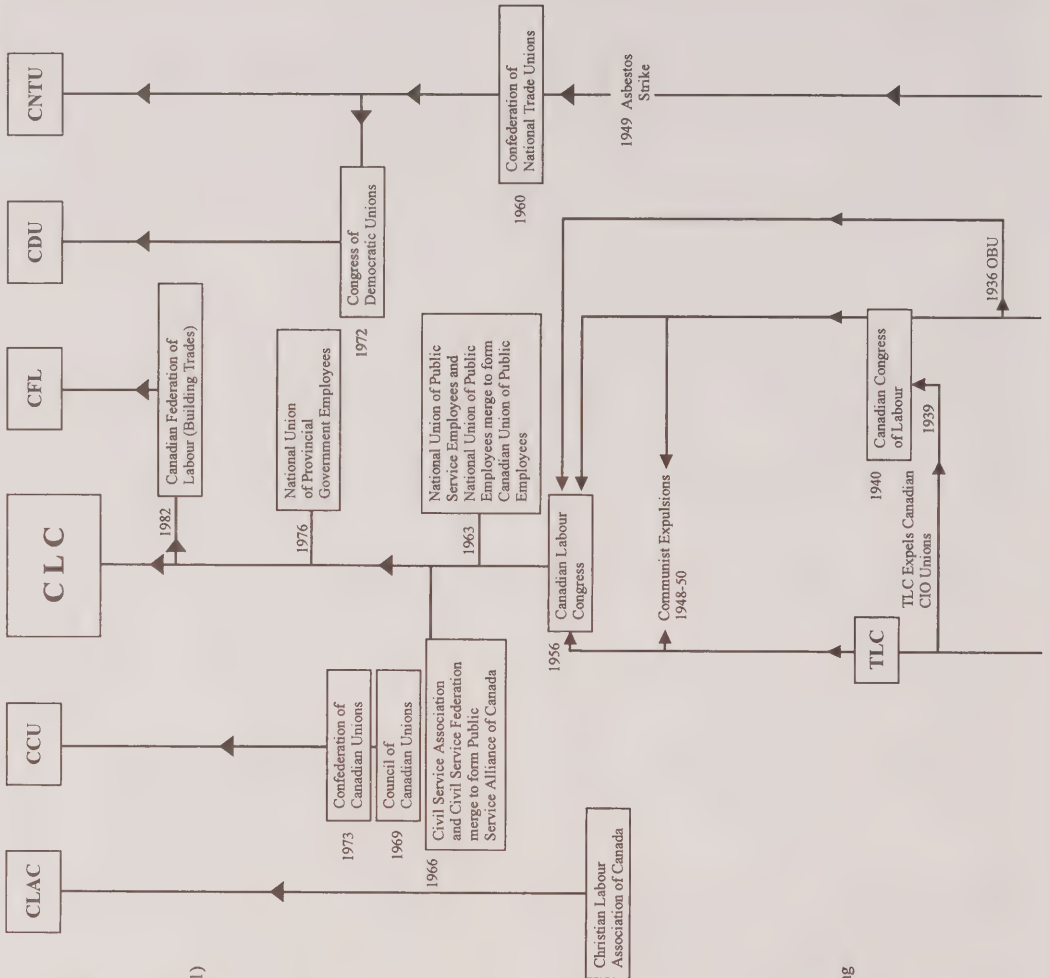


HISTORICAL HIGHLIGHTS OF THE CANADIAN LABOUR MOVEMENT



RELATED EVENTS

- 1989 Public Service Strikes
- 1987 Postal Strikes
- 1986 Gainers Strike
- Newfoundland Public Service Strikes
- IWA-Canada Strike
- 1985 Canadian Auto Workers
- 1983 Operation Solidarity
- 1982-84 '6 and 5' Restraint Programme
- 1981 CLC Interest-Rate Rally (November 21)
- 1980 Houdaille Occupation
- PSAC Clerks' Strike
- 1978 Fleck Strike
- INCO Strike, Sudbury
- 1976 CLC Day of Protest (October 14)
- 1975-78 Wage and Price Controls
- 1972 Common Front Strike, Quebec
- 1971 Canada Labour Code
- 1967 Public Service Staff Relations Act
- 1965 Postal Strike
- 1963 Labour College of Canada
- 1961 New Democratic Party
- 1959 Newfoundland Loggers' Strike
- 1957 Murdochville Strike
- 1955 AFL-CIO (U.S.)
- 1948-52 Eaton's Organizing Drive
- 1950 National Railway Strike
- 1948 Industrial Relations and Disputes Investigation Act
- 1946 IWA Strike, B.C.
- 1945 Rand Formula Establishes Check-Off
- 1944 Ford Strike, Windsor
- P.C. 1003 Establishes Union Certification and Recognition and Compulsory Collective Bargaining
- 1941-42 Kirkland Lake Strike
- 1940 Unemployment Insurance Act
- 1937 General Motors Strike, Oshawa
- AFL Expels CIO
- 1936 Steel and Auto Organize



1935 (Congress of Industrial Organizations)
Committee for Industrial Organization (U.S.)

Wagner Act (U.S.)

On-to-Ottawa Trek (Regina riot)

Co-operative Commonwealth
Federation

Estevan-Bierfart Strike,
Saskatchewan

IDIA Found Unconstitutional
Strikes, Cape Breton

Miners' and Steelworkers'
Strikes, Cape Breton

Communist Party of Canada

Farmer-Labour Government, Ontario

Winnipeg General Strike

Western Labour Conference

Russian Revolution

Workmen's Compensation Act, Ontario

Grand Trunk Railway Strike

Fishermen's Protective Union,
Newfoundland

Bell Telephone Strike

Industrial Disputes Investigation Act

Conciliation Act

Department of Labour

Labour Day Made
Official Holiday

Haymarket Riot, Chicago

Toronto Street Railway Strike

Workers' Unity
League

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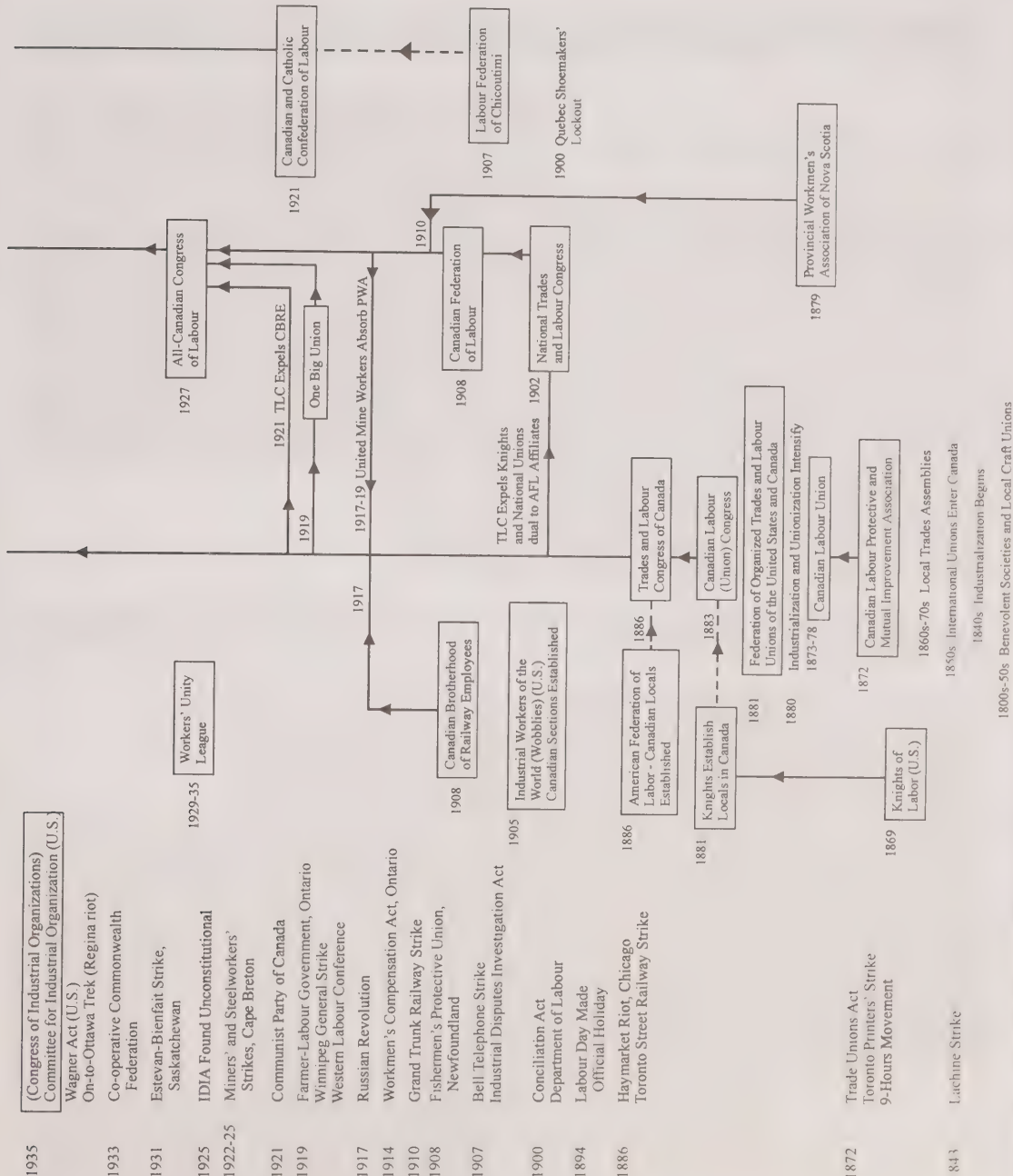
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1894

1886

1872

1843



Centennial

Employee and Retiree Picnic at Kingsmere



Canada Post Dedicates Stamp



Reproduced with the permission of
Fernand R. Deslaur

Events

Stakeholders and Partners, Port of Halifax Tour



Nova Scotia Labour Staff



Occupational Safety and Health Youth Conference



Reproduced with the permission of
Forrest St. Louis

A PORTRAIT OF SUCCESS

*J.P. Surette
Labour Communications
Human Resources Development Canada*

One of the highlights of the Labour Program's 100th anniversary was the unveiling of a commemorative stamp by Canada Post. Fittingly, this new Labour stamp was released to the public on September 1, 2000, just before Labour Day.



"Stamp reproduced courtesy of Canada Post"

The stamp was designed by Paul Hodgson and illustrated by Sandra Dionisi of Toronto. It is a conceptual illustration, combining a contemporary feeling with the "poster style" of art popular during the early years of the 20th century. The illustration highlights the proud role played by both men and women in Canada's labour history and provides a snapshot of the diverse forms of labour that have contributed to the overall development of Canadian society. The vivid colours add to the stamp's modern feel and underscore the historical scope of the Labour Program's activities, from super ministry in the Second World War to integral part of today's information age.

The Department of Labour was established under the *Conciliation Act*, which received Royal Assent on July 18, 1900. The main objectives of the Department at that time were to help settle industrial disputes, to secure fair wages and proper working conditions on public work sites, and to create and produce the *Labour Gazette*, which provided information and statistics on labour issues in Canada.

Although not many people are aware of the historical ties between Canada Post and the Labour Program, the two organizations have joined forces before. From its inception in 1900 until 1909, the newly-formed Department of Labour was under the responsibility of the Postmaster General.

The Labour stamp is a national honour and reason to reflect. Throughout its distinguished history, the Labour Program has promoted safe workplaces and fostered constructive labour-management relations. The dedication of Labour Program employees, along with the support and cooperation of our clients and partners, have been the keys to our success.

The Labour Program has had a proud history and can look forward to a bright future.

SECTION 1

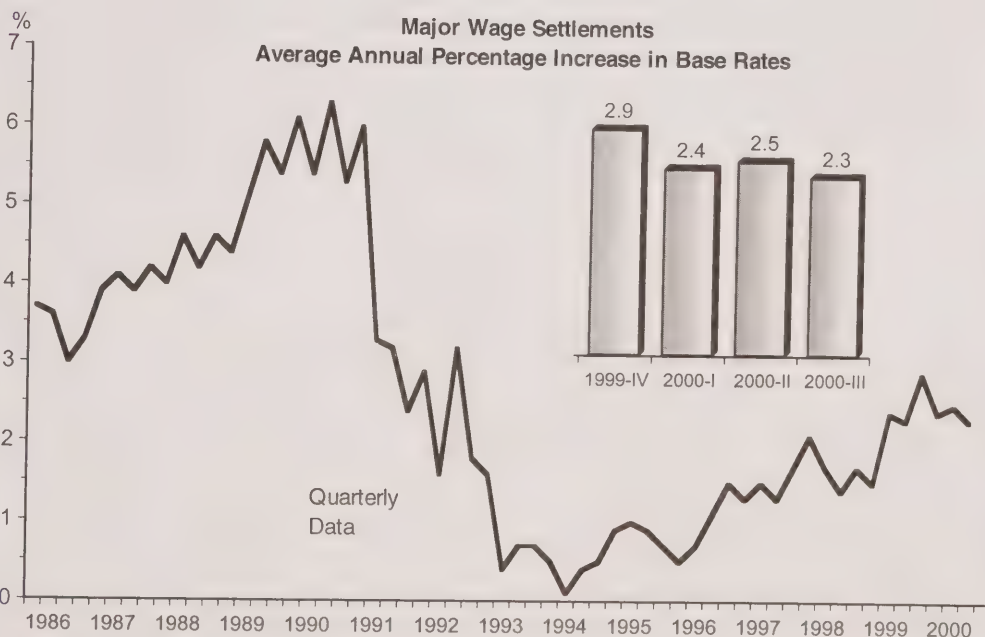
MAJOR WAGE SETTLEMENTS* – THIRD QUARTER 2000

Summary

- Collective agreements reached during the third quarter of 2000 led to a 2.3 per cent average annual wage adjustment. The agreements reached in the second quarter had a 2.5 per cent annual adjustment; the overall average was 2.2 per cent for 1999
- The data for the third quarter is based on the analysis of 57 agreements covering 130,940 employees
- The majority of these agreements are in the public sector (37 agreements, 54.3 per cent of employees). The average adjustment in this sector is 2.7 per cent, compared to 1.9 per cent in the private sector
- The quarterly results were largely influenced by Ontario settlements, in the private as well as in the public sector
- Average adjustments have been the highest (3.0 per cent) in Alberta and in the federal sector, while the lowest rate was recorded for British Columbia (1.9 per cent)
- According to the breakdown by industry sector, the average adjustment is highest in the services sector (3.0 per cent) and lowest in the trade and finance sector (1.5 per cent)

Chart A

Major Wage Settlements
Average Annual Percentage Increase in Base Rates



Source: Workplace Information Directorate

* Major settlements are those involving bargaining units of 500 or more employees. All wage rate adjustments over the term of these agreements, including those arising from cost-of-living clauses (COLA), are taken into account. The yield of such COLA clauses is estimated on an assumed 2.0 per cent annual increase in the Consumer Price Index.

Overview

Collective agreements reached during the third quarter of 2000 resulted in a 2.3 per cent average annual wage adjustment for the duration of the agreement. This rate is somewhat lower than that of 2.5 per cent in the second quarter, but somewhat higher than the 2.2 per cent recorded for 1999.

In the previous round of negotiations held by the same parties the resulting wage adjustments averaged 1.5 per cent, with contract duration averaging 36.9 months, in comparison to the 2.3 per cent increase in the current round of settlements, with contract duration averaging 42.2 months.

The data for the third quarter is based on the analysis of 57 agreements covering 130,940 employees. The quarterly average is generally around 111 agreements and 260,000 employees.

The majority of the agreements were in the public sector (37 agreements; 54.3 per cent of the employees). The average adjustment obtained in this sector is 2.7 per cent, compared to the 1.9 per cent average in the private sector. This is only the third time since 1994 that quarterly wage data is higher in the public sector than in the private sector. During the third quarter, the public sector results were upwardly influenced by the federal sector (3.4 per cent;

10,150 employees) and Ontario (3.2 per cent; 22,530 employees), while in the private sector, agreements reached in Ontario had a downward influence (1.4 per cent; 25,480 employees).

For both sectors combined, the highest average adjustments were found in Alberta at 3.0 per cent (6,950 employees) and in the federal sector, with a 3.0 per cent average adjustment as well (17,250 employees). The lowest rate was observed in British Columbia at 1.9 per cent, (36,260 employees). Since the beginning of 2000, Alberta has continued to record the highest quarterly data, with a cumulative average of 4.7 per cent and British Columbia has continued to report the lowest quarterly data, with a cumulative average of 1.5 per cent.

On an industry basis, the services sector had the highest average wage increase (3.0 per cent). This data was influenced in large part by the federal sector, where 8,000 Purolator Courier employees obtained 3.6 per cent and 2,800 United Parcel Service employees obtained 3.0 per cent. We should also note the 12 agreements ratified in the education sub-sector in Ontario and in Alberta which together, had an average of 3.1 per cent for 19,340 employees. The adjustment was lowest in the trade and finance sector (1.5 per cent), attributable in large part to the average

Table 1
Distribution of Agreements and Employees
by Size of Wage Adjustments, Third Quarter 2000

| Adjustment Range | Agreements | | Employees | |
|------------------|------------|------------|-----------|------------|
| | Number | Percentage | Number | Percentage |
| 1.0% to 1.9% | 7 | 12.3 | 34,510 | 26.4 |
| 2.0% to 2.9% | 38 | 66.7 | 60,960 | 46.6 |
| 3.0% to 3.9% | 7 | 12.3 | 27,300 | 20.8 |
| 4.0% to 4.9% | 4 | 7.0 | 6,680 | 5.1 |
| 5.0% to 5.9% | 1 | 1.8 | 1,490 | 1.1 |
| ALL LEVELS | 57 | 100.0 | 130,940 | 100.0 |

Note: Due to rounding, sums may not always equal totals.

Source: Workplace Information Directorate

annual adjustments of 1.3 per cent and 1.0 per cent granted to 15,000 Loblaws employees and 7,600 Zehrs Markets employees respectively, in Ontario.

Distribution by Size of Wage Adjustments

Over the last 20 years, 1981 registered the highest wage adjustment with a rate of 13.0 per cent, followed by a significant drop in 1983 with a rate of 4.8 per cent. The most recent peak was in 1990 with a rate of 5.6 per cent, followed by a continuous drop to 0.3 per cent in 1994. Since then, wage adjustments have seen a slight progression. Furthermore, while almost two thirds of the employees concerned underwent a salary freeze or cut in 1994, only 0.4 per cent of the employees covered by year 2000 agreements have seen their salaries frozen or reduced. There was no salary freeze or reduction during the third quarter.

During the third quarter, 46.6 per cent of employees obtained a wage adjustment between 2.0 per cent and 2.9 per cent. Since the beginning of the year, 76.3 per cent of employees concerned received an adjustment in this range. During the third quarter, 26.4 per cent of employees received an adjustment ranging from 1.0 per cent to 1.9 per cent, including the 15,000 Loblaws employees and the 7,600 Zehrs Markets employees in Ontario previously mentioned, and the 9,700 employees in British Columbia, specifically, the 5,300 Insurance Corporation of British Columbia office workers and the 4,400 British Columbia Ferry Corporation workers. Approximately 20.8 per cent of employees received average wage increases ranging from 3.0 to 3.9 per cent; barely 5.1 per cent of employees attained wage increases between 4.0 and 4.9 per cent. Finally, only one agreement covering 1,490 high-school teachers of the Waterloo region in Ontario, (representing 1.1 per cent of all the employees) received an increase of 5.0 per cent.

Public and Private Sectors

Of the 57 agreements ratified in the third quarter, 37, covering 71,070 employees, were in the **public sector**. The average wage increase in this sector was **2.7 per cent**. In comparison, 20 agreements covering 59,870 employees were ratified in the **private sector**, leading to an average wage increase of **1.9 per cent**.

The public sector results are attributable particularly to agreements reached in Ontario, in Alberta, and in the federal sector. In Ontario, 22,530 employees received 3.2 per cent increases in 11 agreements, including those 4,400 employees with the Liquor Control Board (3.0 per cent); 4,840 provincial police officers of the provincial police force (3.3 per cent); 4,960 Thames Valley elementary and high-school teachers (4.0 per cent; 2 agreements) and 1,490 Waterloo region high-school teachers (5.0 per cent). In Alberta, 4 agreements reached in the education sector, provided 6,950 employees, with a 3.0 per cent increase. In the federal sector, 10,150 employees received a 3.4 per cent average adjustment in 3 agreements. Furthermore, the lowest public sector average was in British Columbia where, 12,260 employees obtained increases of 1.6 per cent.

The average increase of 1.9 per cent in the private sector is in large part due to the 6 agreements reached in Ontario covering 25,480 employees (close to 43 per cent of all the employees of this sector) which has led to a very low average of 1.4 per cent. This result is attributable to the 6-year agreement covering 15,000 retail employees of Loblaws supermarkets (1.3 per cent) and to another 6-year agreement for 7,600 Zehrs Markets employees (1.0 per cent). Furthermore, this sector's largest increase (4.3 per cent annually for each of three years) was reported for 1,200 plant employees with Prévost Car in Quebec.

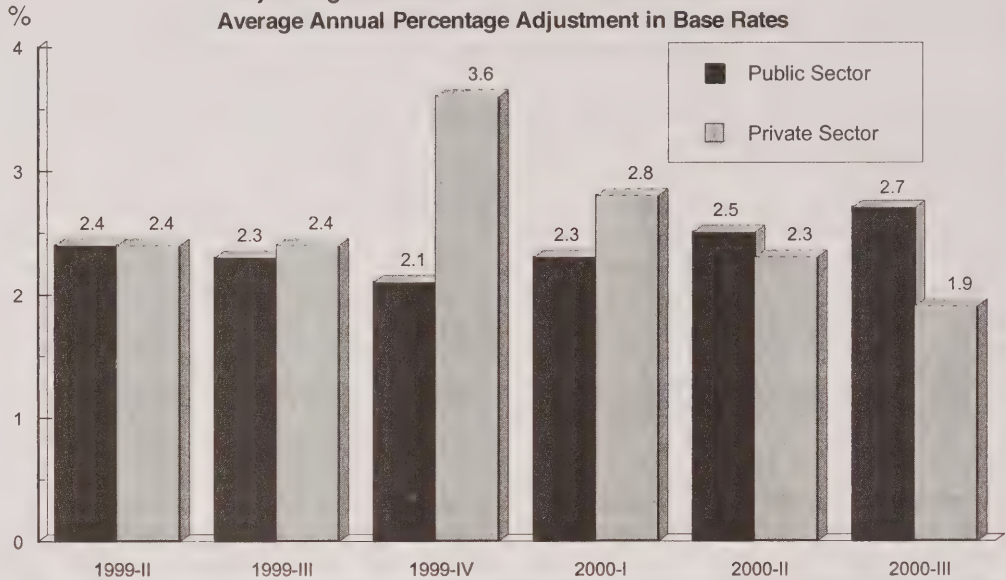
Wage Adjustments by Region/Jurisdiction

Data analysis shows that **Ontario** had the largest number of workers in major settlements in the third quarter. Within the framework of 17 agreements, 48,010 employees (37 per cent of all employees) obtained average annual adjustments of **2.2 per cent**.

The **federal jurisdiction** and **Alberta** at **3.0 per cent** recorded the highest increase, covering 17,250 and 6,950 workers respectively. **Quebec** followed with an average rate of **2.8 per cent**, stemming from six negotiated agreements covering 5,480 employees, followed by **New Brunswick**, with a rate of **2.6 per cent**, covering 500 workers within a single construction agreement. Next in **Manitoba**, 11 agreements provided 15,690 employees with wage increases of **2.4 per cent**.

Chart B

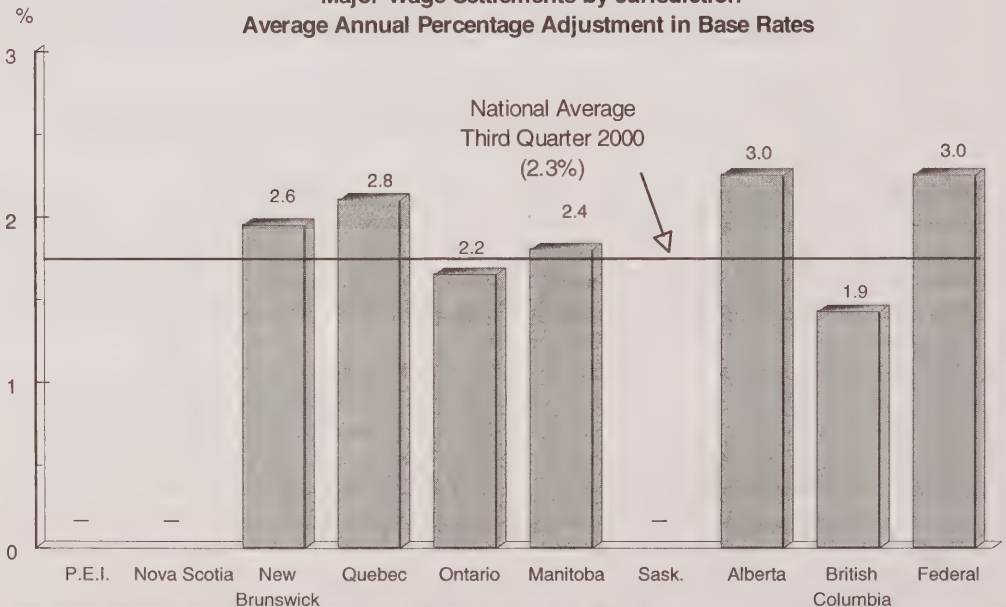
**Major Wage Settlements – Public and Private Sectors
Average Annual Percentage Adjustment in Base Rates**



Source: Workplace Information Directorate

Chart C

**Major Wage Settlements by Jurisdiction
Average Annual Percentage Adjustment in Base Rates**



Source: Workplace Information Directorate

and in **British Columbia**, 11 agreements provided 36,260 employees with wage increases of **1.9 per cent**.

Wage Adjustments by Industry

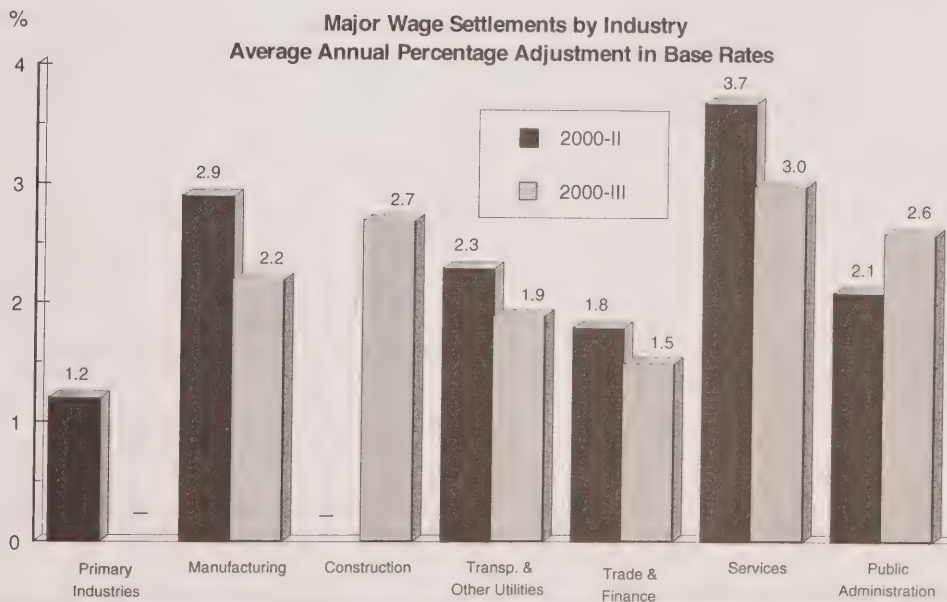
During the third quarter, the largest number of workers, (a little over 30 per cent), in major settlements were in the **services sector**. The average annual adjustment of **3.0 per cent** based on the analysis of 22 agreements is also the highest. Among these agreements, 12 apply to 19,340 workers in the education sector in Ontario and in Alberta, and they provide an annual adjustment of 3.1 per cent. The largest sectoral increase of the quarter went to 1,490 teachers with the Waterloo region school district in Ontario, who received 5.0 per cent in a 12-month agreement. Also in Ontario, 2 agreements with the Thames Valley school district provided a 4.0 per cent adjustment to 4,960 teachers in a 12-month agreement. Finally, 8,000 Purolator Courier employees, in effect the largest bargaining unit in the services sector, received an annual adjustment of 3.6 per cent in a 4-year agreement.

Only 2 agreements were reached in the **construction** sector during the third quarter providing 1,300 employees with wage gains of **2.7 per cent**. The Pipe Line Contractors' Association of Canada agreement provided 800 employees with a wage increase of 2.7 per cent.

In **public administration**, wage increases averaged **2.6 per cent**, the third highest rate of the quarter. In this sector, 15 agreements covering 23,360 employees were negotiated, including 7 with the Government of Manitoba representing 11,780 employees who received 2.3 per cent. There were 3 other agreements in Ontario: 2 agreements provided 1,800 municipal employees and police officers from the Peel regional municipality with wage increases of 2.9 per cent and one agreement provided 4,840 provincial police officers with wage gains of 3.3 per cent.

In the **manufacturing** sector, 8 agreements provided 23,700 employees with an average adjustment of **2.2 per cent**. Among these agreements, 4 agreements

Chart D
Major Wage Settlements by Industry
Average Annual Percentage Adjustment in Base Rates



Source: Workplace Information Directorate

in the pulp and paper sub-sector in British Columbia, covering nearly 85 per cent (20,050) of all the workers in this sector, received a 2.0 per cent average increase. In Quebec, a 3-year agreement provided 1,200 Prévost Car plant employees, with an average annual increase of 4.3 per cent.

The wage adjustments in the **transportation, communications, and other public service** sectors were the second lowest of the quarter. In total, 10,200 employees, in 5 agreements, obtained a **1.9 per cent** increase. This rate was affected by the 1.2 per cent average adjustment granted to the 4,400 British Columbia Ferry Corporation employees

in a 5-year agreement. Furthermore, 2,600 Canadian Airlines International flight attendants received on average 2.6 per cent in a 49-month agreement.

In the **trade and finance** sector, 32,820 employees received an average adjustment of **1.5 per cent** within the framework of 5 agreements. This rate is the lowest for all industry sectors combined. This low rate is due in large part to the 1.3 per cent and 1.0 per cent adjustments in two 6-year agreements with Loblaws and Zehrs Markets respectively, (comprising nearly 70 per cent of employees in this sector), and by the Insurance Corporation of BC settlement providing 5,300 employees with a 1.5 per cent wage increase.

MAJOR SETTLEMENTS REACHED IN THE THIRD QUARTER 2000

| Industry and Employer | No. of Employees | Average Annual Adjustment | First Year Adjustment | Duration (months) | Expiry Date YY-MM-DD |
|---|------------------|---------------------------|-----------------------|-------------------|----------------------|
| Manufacturing (8 agreements) | 23,700 | 2.2 | 2.2 | 36.9 | |
| Aluminerie de Bécancour inc., plant and maintenance employees, Bécancour, Que. | 790 | 2.9* | 3.0 | 48 | 2004-06-30 |
| Conifer (Council on Northern Interior Forest Employment Relations), mill employees, Northern Interior, B.C. | 2,500 | 2.0 | 2.0 | 36 | 2003-06-30 |
| Forest Industrial Relations Limited, mill employees, Coast, B.C. | 12,000 | 2.0 | 2.0 | 36 | 2003-06-14 |
| Interior Forest Labour Relations Association, mill employees, Southern Interior, B.C. | 5,000 | 2.0 | 2.0 | 36 | 2003-06-30 |
| Lake Erie Steel Co. Ltd. (Division of Stelco Inc.), production employees, Nanticoke, Ont. | 980 | 2.5* | 2.9 | 48 | 2004-07-31 |
| MTD Products Limited, production employees, Kitchener, Ont. | 680 | 2.9 | 3.4 | 36 | 2003-09-14 |
| Prévost Car inc., plant and maintenance employees, Ste-Claire, Que. | 1,200 | 4.3* | 4.2 | 36 | 2003-06-30 |
| Weldwood of Canada Limited, Cariboo Division, mill employees, Quesnel, B.C. | 550 | 2.0 | 2.0 | 36 | 2003-06-30 |
| Construction (2 agreements) | 1,300 | 2.7 | 1.9 | 40.6 | |
| Moncton-NorthEast Construction Association Inc., carpenters, Northumberland County, N.B. | 500 | 2.6* | 0.0 | 48 | 2003-06-30 |
| Pipe Line Contractors' Association of Canada, plumbers and pipefitters, Canada-wide | 800 | 2.7 | 3.1 | 36 | 2003-04-30 |
| Transportation, Communication and Other Utilities (5 agreements) | 10,200 | 1.9 | 1.4 | 49.7 | |
| British Columbia Ferry Corporation, licensed personnel, Coast, B.C. | 4,400 | 1.2* | 0.0 | 60 | 2003-10-31 |
| Canadian Airlines International Ltd., flight attendants, system-wide | 2,600 | 2.6 | 3.0 | 49 | 2004-06-30 |
| Manitoba Hydro, office and clerical employees, province-wide, Man. | 800 | 2.4 | 2.7 | 36 | 2003-03-26 |
| Union Gas Limited, service and maintenance employees, Southwestern, Ont. | 700 | 2.4 | 2.0 | 36 | 2002-12-31 |
| Vidéotron Itée, administrative services employees, Montréal, Que. | 1,700 | 2.0 | 2.0 | 36 | 2001-12-31 |
| Trade and Finance (5 agreements) | 32,820 | 1.5 | 1.7 | 61.1 | |
| Insurance Corporation of British Columbia, service and maintenance employees, province-wide, B.C. | 5,300 | 1.5 | 0.0 | 48 | 2003-06-30 |
| Liquor Control Board of Ontario, office and clerical employees, province-wide, Ont. | 4,400 | 3.0 | 3.0 | 24 | 2002-03-31 |
| Loblaws Supermarkets Limited, retail employees, province-wide, Ont. | 15,000 | 1.3 | 2.6 | 72 | 2006-07-01 |
| Zehrs Markets, Division of Zehrmart Limited, retail employees, province-wide, Ont. | 7,600 | 1.0* | 0.0 | 72 | 2006-07-01 |
| Zellers Inc., warehouse employees, Toronto, Ont. | 520 | 4.0 | 4.5 | 36 | 2003-05-31 |

* Agreement with cost-of-living allowances (COLA) calculated at a projected 2.0 per cent inflation rate.

| Industry and Employer | No. of Employees | Average Annual Adjustment | First Year Adjustment | Duration (months) | Expiry Date YY-MM-DD |
|---|------------------|---------------------------|-----------------------|-------------------|----------------------|
| Community, Business and Personal Services (22 agreements) | 39,560 | 3.0 | 3.0 | 31.6 | |
| Board of Trustees Edmonton School District No. 7, custodial, Edmonton, Alta. | 600 | 2.5 | 2.5 | 24 | 2002-08-31 |
| Board of Trustees Edmonton School District No. 7, office and clerical employees, Edmonton, Alta. | 1,200 | 2.5 | 2.5 | 24 | 2002-08-31 |
| Board of Trustees of Edmonton School District No. 7, elementary and secondary teachers, Edmonton, Alta. | 4,510 | 3.2 | 3.2 | 12 | 2001-08-31 |
| Board of Trustees of the Edmonton Catholic Regional Division No 40, office and clerical employees, Edmonton, Alta. | 640 | 2.6 | 3.5 | 16 | 2001-12-31 |
| Cara Operations Ltd., hotel or restaurant employees, Vancouver International Airport, B.C. | 800 | 2.6 | 6.1 | 52 | 2004-07-31 |
| Comité patronal de négociation secteur santé et services sociaux, health service-non-professionals, province-wide, Que. | 1,260 | 2.3 | 1.5 | 48 | 2002-06-30 |
| Durham District School Board, elementary teachers, Whitby, Ont. | 2,530 | 2.0 | 2.0 | 12 | 2001-08-31 |
| Government of Manitoba, health and social care professionals, province-wide, Man. | 910 | 2.3 | 2.3 | 36 | 2003-03-21 |
| Greater Vancouver Hotel Employer's Association, service and maintenance employees, Vancouver, B.C. | 2,200 | 2.4 | 2.0 | 40 | 2003-06-30 |
| National Research Council of Canada, scientific and other professionals, Canada-wide | 1,100 | 2.3 | 2.0 | 24 | 2002-07-19 |
| Purolator Courier Limited, couriers, Canada-wide | 8,000 | 3.6 | 3.8 | 48 | 2003-12-31 |
| Regional Health Authorities of Manitoba, health and social care professionals, province-wide, Man. | 600 | 2.4 | 3.0 | 48 | 2003-03-31 |
| Regional Health Authorities of Manitoba, para-medical technical employees, province-wide, Man. | 1,600 | 3.3 | 3.0 | 48 | 2003-03-31 |
| Thames Valley District School Board, custodial, London, Ont. | 750 | 1.5 | 1.5 | 24 | 2001-12-31 |
| Thames Valley District School Board, elementary teachers, London, Ont. | 3,200 | 4.0 | 4.0 | 12 | 2001-08-31 |
| Thames Valley District School Board, secondary teachers, London, Ont. | 1,760 | 4.0 | 4.0 | 12 | 2001-08-31 |
| United Parcel Service Canada Ltd., truck drivers, Canada-wide | 2,800 | 3.0* | 2.7 | 53 | 2004-07-31 |
| University of Québec at Montréal, professors, Montréal, Que. | 900 | 2.2 | 1.5 | 48 | 2003-05-31 |
| Waterloo Region District School Board, plant and maintenance employees, Kitchener, Ont. | 510 | 1.6* | 1.3 | 24 | 2001-08-31 |
| Waterloo Region District School Board, secondary teachers, Kitchener, Ont. | 1,490 | 5.0 | 5.0 | 12 | 2001-08-31 |
| White Spot Limited, hotel or restaurant employees, Vancouver, B.C. | 950 | 1.7 | 1.5 | 48 | 2004-01-15 |
| York University, office and clerical employees, Toronto, Ont. | 1,250 | 2.0 | 2.0 | 24 | 2002-07-31 |
| Public Administration (15 agreements) | 23,360 | 2.6 | 2.7 | 35.5 | |
| City of Burnaby, inside employees, Burnaby, B.C. | 1,410 | 2.3 | 2.0 | 36 | 2002-12-31 |
| City of Québec, office and clerical employees, Québec, Que. | 740 | 2.2 | 2.0 | 36 | 2002-12-31 |
| City of Québec, outside employees, Québec, Que. | 590 | 2.2 | 1.8 | 36 | 2002-12-31 |
| Government of Canada, foreign service officers, Canada and abroad | 1,050 | 2.3 | 2.0 | 24 | 2001-06-30 |
| Government of Manitoba, administrative services employees, province-wide, Man. | 1,320 | 2.3 | 2.3 | 36 | 2003-03-21 |

* Agreement with cost-of-living allowances (COLA) calculated at a projected 2.0 per cent inflation rate.

| Industry and Employer | No. of Employees | Average Annual Adjustment | First Year Adjustment | Duration (months) | Expiry Date YY-MM-DD |
|--|---------------------|---------------------------------|--------------------------|----------------------|-------------------------|
| Public Administration (continued) | | | | | |
| Government of Manitoba, correctional officers, province-wide, Man. | 920 | 2.3 | 2.3 | 36 | 2003-03-21 |
| Government of Manitoba, general tradesmen, province-wide, Man. | 2,570 | 2.3 | 2.3 | 36 | 2003-03-21 |
| Government of Manitoba, office and clerical employees, province-wide, Man. | 2,890 | 2.3 | 2.3 | 36 | 2003-03-21 |
| Government of Manitoba, scientific and other professionals, province-wide, Man. | 1,120 | 2.3 | 2.3 | 36 | 2003-03-21 |
| Government of Manitoba, scientific and other professionals, province-wide, Man. | 1,370 | 2.3 | 2.3 | 36 | 2003-03-21 |
| Government of Manitoba, social science employees, province-wide, Man. | 1,590 | 2.3 | 2.3 | 36 | 2003-03-21 |
| Government of Ontario, police officers, province-wide, Ont. | 4,840 | 3.3 | 4.2 | 36 | 2002-12-31 |
| Regional Municipality of Peel Police Services Board, inside employees, Brampton, Ont. | 500 | 2.9 | 2.7 | 36 | 2002-12-31 |
| Regional Municipality of Peel Police Services Board, police officers, Brampton, Ont. | 1,300 | 2.9 | 2.7 | 36 | 2002-12-31 |
| Vancouver Police Board, police officers, Vancouver, B.C. | 1,150 | 3.0 | 3.0 | 36 | 2002-12-31 |
| Agreements with COLA (8 agreements) | 18,780 | 1.8 | 1.0 | 59.9 | |
| Agreements without COLA (49 agreements) | 112,160 | 2.4 | 2.6 | 39.2 | |
| All agreements (57 agreements) | 130,940 | 2.3 | 2.4 | 42.2 | |

Source: Workplace Information Directorate

The Collective Bargaining Bulletin, a monthly publication, contains a listing of formal and up-to-date summaries of the major settlements shown above.

*Copies of these settlement summaries are available by calling the
Workplace Information Directorate at 1-800-567-6866 or Client Services at (819) 997-3117
or E-mail: wid-imt@hrdc-drhc.gc.ca
or Internet: <http://labour.hrdc-drhc.gc.ca>*

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* Cost-of-Living Allowance (COLA) formulae are quantified using a combination of the latest relevant Consumer Price Index (CPI) data available and/or a projected CPI increase of 2.0 per cent. Consult the Technical Notes for information on the calculation of the yield from COLA increases, and definitions of the industry and sector divisions used in this publication.

Table A-1

**Effective Wage Adjustment in Base Rates, Number of Agreements and Employees Covered,
by Year and Quarter**

| | 1997 | 1998 | 1999 | 1999 | 2000 | | |
|--------------------------------------|-------|-------|-------|-------|-------|-------|-------|
| | | | | 4 | 1 | 2 | 3 |
| All Industries | | | | | | | |
| Wage Adjustment (%) | 1.5 | 1.7 | 2.2 | 2.9 | 2.4 | 2.5 | 2.3 |
| Number of Agreements | 379 | 401 | 375 | 67 | 151 | 82 | 57 |
| Number of Employees (000's) | 693.9 | 918.6 | 820.7 | 126.7 | 542.5 | 239.6 | 130.9 |
| Private Sector | | | | | | | |
| Wage Adjustment (%) | 1.8 | 1.8 | 2.6 | 3.6 | 2.8 | 2.3 | 1.9 |
| Number of Agreements | 158 | 180 | 156 | 31 | 28 | 26 | 20 |
| Number of Employees (000's) | 322.8 | 272.4 | 312.4 | 66.9 | 42.6 | 31.5 | 59.9 |
| Public Sector | | | | | | | |
| Wage Adjustment (%) | 1.1 | 1.6 | 1.9 | 2.1 | 2.3 | 2.5 | 2.7 |
| Number of Agreements | 221 | 221 | 219 | 36 | 123 | 56 | 37 |
| Number of Employees (000's) | 371.0 | 646.3 | 508.3 | 59.8 | 499.9 | 208.1 | 71.1 |
| Federal Administration | | | | | | | |
| Wage Adjustment (%) | 3.2 | 2.2 | 2.9 | 2.0 | 2.0 | 2.0 | 2.3 |
| Number of Agreements | 1 | 16 | 10 | 1 | 6 | 7 | 2 |
| Number of Employees (000's) | 8.7 | 124.2 | 53.2 | 9.0 | 19.9 | 119.5 | 2.2 |
| Federal Crown Corporations | | | | | | | |
| Wage Adjustment (%) | 1.4 | 2.2 | 2.2 | - | 2.2 | 3.3 | - |
| Number of Agreements | 8 | 7 | 6 | - | 2 | 1 | - |
| Number of Employees (000's) | 65.4 | 8.3 | 19.8 | - | 46.0 | .6 | - |
| Provincial Administration | | | | | | | |
| Wage Adjustment (%) | 1.1 | 1.7 | 1.6 | 1.5 | 2.6 | 2.6 | 2.3 |
| Number of Agreements | 26 | 30 | 21 | 2 | 16 | 4 | 11 |
| Number of Employees (000's) | 45.1 | 112.2 | 73.9 | 2.8 | 68.4 | 4.1 | 30.7 |
| Local Administration | | | | | | | |
| Wage Adjustment (%) | 1.2 | 1.5 | 2.2 | 2.4 | 2.6 | 2.5 | 2.6 |
| Number of Agreements | 34 | 32 | 34 | 10 | 4 | 10 | 6 |
| Number of Employees (000's) | 43.8 | 48.3 | 44.2 | 15.9 | 12.6 | 30.8 | 5.7 |
| Education, Health and Welfare | | | | | | | |
| Wage Adjustment (%) | 1.0 | 1.4 | 1.8 | 2.2 | 2.2 | 3.7 | 3.0 |
| Number of Agreements | 148 | 134 | 136 | 19 | 92 | 32 | 16 |
| Number of Employees (000's) | 203.6 | 351.3 | 291.9 | 17.2 | 339.8 | 51.2 | 23.7 |
| Public Utilities | | | | | | | |
| Wage Adjustment (%) | 1.6 | 1.4 | 2.1 | 1.8 | 3.9 | 2.8 | 3.5 |
| Number of Agreements | 4 | 2 | 12 | 4 | 3 | 2 | 2 |
| Number of Employees (000's) | 4.4 | 2.1 | 25.3 | 14.9 | 13.2 | 1.9 | 8.8 |

Table A-2

**Effective Wage Adjustment in Base Rates, by Effective Period,
Third Quarter 2000**

| Sector/ Agreement Duration | Number of Agreements | Number of Employees | First 12 Months | Second 12 Months | Third 12 Months | Fourth 12 Months | Average Annual Adjustment | Average Agreement Duration |
|--------------------------------------|----------------------------|---------------------------|-----------------------|------------------------|-----------------------|------------------------|---------------------------------|----------------------------------|
| | | (000's) | (%) | (%) | (%) | (%) | (%) | (Months) |
| All Industries | | | | | | | | |
| 17 Months or Less | 6 | 14.1 | 3.5 | - | - | - | 3.4 | 12.2 |
| 18-29 Months | 8 | 10.9 | 2.4 | 2.5 | - | - | 2.5 | 24.0 |
| 30-41 Months | 27 | 51.9 | 2.5 | 2.3 | 2.4 | - | 2.4 | 36.2 |
| 42 Months or More | 16 | 54.1 | 2.0 | 2.5 | 1.5 | 2.5 | 1.9 | 59.4 |
| All Agreements | 57 | 130.9 | 2.4 | 2.4 | 1.9 | 2.5 | 2.3 | 42.2 |
| Private Sector | | | | | | | | |
| 17 Months or Less | - | - | - | - | - | - | - | - |
| 18-29 Months | - | - | - | - | - | - | - | - |
| 30-41 Months | 11 | 27.9 | 2.2 | 2.2 | 2.3 | - | 2.2 | 36.3 |
| 42 Months or More | 9 | 32.0 | 2.1 | 2.5 | 0.7 | 2.3 | 1.6 | 65.6 |
| All Agreements | 20 | 59.9 | 2.1 | 2.4 | 1.5 | 2.3 | 1.9 | 52.0 |
| Public Sector | | | | | | | | |
| 17 Months or Less | 6 | 14.1 | 3.5 | - | - | - | 3.4 | 12.2 |
| 18-29 Months | 8 | 10.9 | 2.4 | 2.5 | - | - | 2.5 | 24.0 |
| 30-41 Months | 16 | 24.0 | 2.7 | 2.5 | 2.6 | - | 2.6 | 36.0 |
| 42 Months or More | 7 | 22.1 | 1.8 | 2.4 | 2.6 | 2.8 | 2.4 | 50.4 |
| All Agreements | 37 | 71.1 | 2.5 | 2.4 | 2.6 | 2.8 | 2.7 | 33.9 |
| Federal Administration | | | | | | | | |
| 17 Months or Less | - | - | - | - | - | - | - | - |
| 18-29 Months | 2 | 2.2 | 2.0 | 2.5 | - | - | 2.3 | 24.0 |
| 30-41 Months | - | - | - | - | - | - | - | - |
| 42 Months or More | - | - | - | - | - | - | - | - |
| All Agreements | 2 | 2.2 | 2.0 | 2.5 | - | - | 2.3 | 24.0 |
| Federal Crown Corporations | | | | | | | | |
| 17 Months or Less | - | - | - | - | - | - | - | - |
| 18-29 Months | - | - | - | - | - | - | - | - |
| 30-41 Months | - | - | - | - | - | - | - | - |
| 42 Months or More | - | - | - | - | - | - | - | - |
| All Agreements | - | - | - | - | - | - | - | - |
| Provincial Administration | | | | | | | | |
| 17 Months or Less | - | - | - | - | - | - | - | - |
| 18-29 Months | 1 | 4.4 | 3.0 | 3.0 | - | - | 3.0 | 24.0 |
| 30-41 Months | 8 | 16.6 | 2.9 | 2.4 | 2.5 | - | 2.6 | 36.0 |
| 42 Months or More | 2 | 9.7 | 0.0 | 1.1 | 2.0 | 2.0 | 1.4 | 53.4 |
| All Agreements | 11 | 30.7 | 2.0 | 2.1 | 2.3 | 2.0 | 2.3 | 39.8 |
| Local Administration | | | | | | | | |
| 17 Months or Less | - | - | - | - | - | - | - | - |
| 18-29 Months | - | - | - | - | - | - | - | - |
| 30-41 Months | 6 | 5.7 | 2.4 | 2.5 | 2.9 | - | 2.6 | 36.0 |
| 42 Months or More | - | - | - | - | - | - | - | - |
| All Agreements | 6 | 5.7 | 2.4 | 2.5 | 2.9 | - | 2.6 | 36.0 |
| Education, Health and Welfare | | | | | | | | |
| 17 Months or Less | 6 | 14.1 | 3.5 | - | - | - | 3.4 | 12.2 |
| 18-29 Months | 5 | 4.3 | 2.0 | 2.1 | - | - | 2.1 | 24.0 |
| 30-41 Months | 1 | 0.9 | 2.3 | 2.3 | 2.3 | - | 2.3 | 36.0 |
| 42 Months or More | 4 | 4.4 | 2.3 | 3.0 | 2.2 | 3.1 | 2.6 | 48.0 |
| All Agreements | 16 | 23.7 | 2.9 | 2.5 | 2.3 | 3.1 | 3.0 | 21.8 |
| Public Utilities | | | | | | | | |
| 17 Months or Less | - | - | - | - | - | - | - | - |
| 18-29 Months | - | - | - | - | - | - | - | - |
| 30-41 Months | 1 | 0.8 | 2.7 | 2.3 | 2.3 | - | 2.4 | 36.0 |
| 42 Months or More | 1 | 8.0 | 3.8 | 3.6 | 3.5 | 3.7 | 3.6 | 48.0 |
| All Agreements | 2 | 8.8 | 3.7 | 3.5 | 3.4 | 3.7 | 3.5 | 46.9 |

Table B-1

**Effective Wage Adjustment in Base Rates, by Major Industry Division,
with and without COLA, by Year and Quarter**

| | 1997 | 1998 | 1999 | 1999 | 2000 | | |
|--|------|------|------|------|------|-----|-----|
| | | | | 4 | 1 | 2 | 3 |
| | (%) | (%) | (%) | (%) | (%) | (%) | (%) |
| All Industries | | | | | | | |
| Agreements without COLA | 1.4 | 1.6 | 2.0 | 2.2 | 2.4 | 2.5 | 2.4 |
| Agreements with COLA | 1.8 | 2.6 | 3.3 | 4.2 | 2.2 | 2.4 | 1.8 |
| All Agreements | 1.5 | 1.7 | 2.2 | 2.9 | 2.4 | 2.5 | 2.3 |
| Primary Industry | | | | | | | |
| Agreements without COLA | 1.9 | 1.1 | 1.8 | - | - | - | - |
| Agreements with COLA | 1.9 | - | 2.4 | 2.3 | - | 1.2 | - |
| All Agreements | 1.9 | 1.1 | 2.1 | 2.3 | - | 1.2 | - |
| Manufacturing | | | | | | | |
| Agreements without COLA | 2.1 | 0.9 | 1.8 | 2.3 | 2.6 | 2.5 | 2.0 |
| Agreements with COLA | 2.7 | 2.9 | 4.0 | 4.5 | 2.3 | 3.1 | 3.3 |
| All Agreements | 2.3 | 1.4 | 3.3 | 4.3 | 2.5 | 2.9 | 2.2 |
| Construction | | | | | | | |
| Agreements without COLA | 1.6 | 2.4 | 2.0 | - | 3.9 | - | 2.7 |
| Agreements with COLA | - | 2.8 | - | - | - | - | 2.6 |
| All Agreements | 1.6 | 2.4 | 2.0 | - | 3.9 | - | 2.7 |
| Transportation, Communication and Other Utilities | | | | | | | |
| Agreements without COLA | 1.8 | 1.9 | 2.5 | 2.1 | 3.2 | 2.4 | 2.4 |
| Agreements with COLA | 1.5 | 1.9 | 2.2 | 2.3 | 2.2 | 1.6 | 1.2 |
| All Agreements | 1.6 | 1.9 | 2.4 | 2.2 | 2.6 | 2.3 | 1.9 |
| Trade; Finance, Insurance and Real Estate | | | | | | | |
| Agreements without COLA | 1.7 | 1.5 | 1.8 | 2.2 | 2.0 | 1.6 | 1.7 |
| Agreements with COLA | 1.6 | 2.6 | 0.6 | - | - | 2.7 | 1.0 |
| All Agreements | 1.7 | 1.6 | 1.5 | 2.2 | 2.0 | 1.8 | 1.5 |
| Community, Business and Personal Services | | | | | | | |
| Agreements without COLA | 1.0 | 1.4 | 1.8 | 2.3 | 2.2 | 3.7 | 3.1 |
| Agreements with COLA | 1.5 | 0.9 | - | - | - | - | 2.8 |
| All Agreements | 1.0 | 1.4 | 1.8 | 2.3 | 2.2 | 3.7 | 3.0 |
| Public Administration | | | | | | | |
| Agreements without COLA | 1.3 | 1.8 | 2.2 | 2.2 | 2.5 | 2.1 | 2.6 |
| Agreements with COLA | - | - | 2.3 | - | - | 2.1 | - |
| All Agreements | 1.3 | 1.8 | 2.2 | 2.2 | 2.5 | 2.1 | 2.6 |

Table B-2

**Number of Agreements and Employees Covered, by Major Industry Division,
with and without COLA, by Year and Quarter**

| | 1997 | | 1998 | | 1999 | |
|--|----------------------------|---------------------------|----------------------------|---------------------------|----------------------------|---------------------------|
| | Number of Agreements | Number of Employees | Number of Agreements | Number of Employees | Number of Agreements | Number of Employees |
| | (000's) | | (000's) | | (000's) | |
| All Industries | | | | | | |
| Agreements without COLA | 342 | 581.2 | 364 | 885.0 | 330 | 714.6 |
| Agreements with COLA | 37 | 112.6 | 37 | 33.6 | 45 | 106.1 |
| All Agreements | 379 | 693.9 | 401 | 918.6 | 375 | 820.7 |
| Primary Industry | | | | | | |
| Agreements without COLA | 3 | 2.3 | 2 | 1.8 | 4 | 2.9 |
| Agreements with COLA | 5 | 8.3 | - | - | 4 | 3.8 |
| All Agreements | 8 | 10.6 | 2 | 1.8 | 8 | 6.7 |
| Manufacturing | | | | | | |
| Agreements without COLA | 42 | 50.2 | 47 | 60.7 | 45 | 33.1 |
| Agreements with COLA | 21 | 22.7 | 26 | 24.4 | 29 | 70.8 |
| All Agreements | 63 | 73.0 | 73 | 85.1 | 74 | 103.9 |
| Construction | | | | | | |
| Agreements without COLA | 32 | 104.8 | 45 | 93.8 | 21 | 97.8 |
| Agreements with COLA | - | - | 3 | 2.2 | - | - |
| All Agreements | 32 | 104.8 | 48 | 96.0 | 21 | 97.8 |
| Transportation, Communication and Other Utilities | | | | | | |
| Agreements without COLA | 27 | 67.6 | 40 | 79.9 | 45 | 110.6 |
| Agreements with COLA | 5 | 59.5 | 3 | 4.0 | 10 | 25.6 |
| All Agreements | 32 | 127.1 | 43 | 83.9 | 55 | 136.2 |
| Trade; Finance, Insurance and Real Estate | | | | | | |
| Agreements without COLA | 29 | 56.7 | 17 | 25.5 | 12 | 13.2 |
| Agreements with COLA | 4 | 18.7 | 2 | 1.3 | 1 | 5.2 |
| All Agreements | 33 | 75.4 | 19 | 26.8 | 13 | 18.4 |
| Community, Business and Personal Services | | | | | | |
| Agreements without COLA | 162 | 226.8 | 151 | 375.6 | 156 | 313.2 |
| Agreements with COLA | 2 | 3.4 | 3 | 1.7 | - | - |
| All Agreements | 164 | 230.2 | 154 | 377.2 | 156 | 313.2 |
| Public Administration | | | | | | |
| Agreements without COLA | 47 | 72.9 | 62 | 247.8 | 47 | 143.8 |
| Agreements with COLA | - | - | - | - | 1 | 0.7 |
| All Agreements | 47 | 72.9 | 62 | 247.8 | 48 | 144.4 |

Table B-2 (continued)

**Number of Agreements and Employees Covered, by Major Industry Division,
with and without COLA, by Year and Quarter**

| | 1999 | | 2000 | | | | | |
|--|----------------------------|---------------------------|----------------------------|---------------------------|----------------------------|---------------------------|----------------------------|---------------------------|
| | 4 | | 1 | | 2 | | 3 | |
| | Number of Agreements | Number of Employees | Number of Agreements | Number of Employees | Number of Agreements | Number of Employees | Number of Agreements | Number of Employees |
| | (000's) | | (000's) | | (000's) | | (000's) | |
| All Industries | | | | | | | | |
| Agreements without COLA | 52 | 83.0 | 144 | 488.7 | 70 | 218.9 | 49 | 112.2 |
| Agreements with COLA | 15 | 43.6 | 7 | 53.9 | 12 | 20.7 | 8 | 18.8 |
| All Agreements | 67 | 126.7 | 151 | 542.5 | 82 | 239.6 | 57 | 130.9 |
| Primary Industry | | | | | | | | |
| Agreements without COLA | - | - | - | - | - | - | - | - |
| Agreements with COLA | 1 | 1.1 | - | - | 2 | 4.2 | - | - |
| All Agreements | 1 | 1.1 | - | - | 2 | 4.2 | - | - |
| Manufacturing | | | | | | | | |
| Agreements without COLA | 5 | 3.1 | 11 | 10.9 | 10 | 6.8 | 5 | 20.7 |
| Agreements with COLA | 12 | 37.4 | 6 | 8.9 | 7 | 9.3 | 3 | 3.0 |
| All Agreements | 17 | 40.6 | 17 | 19.7 | 17 | 16.1 | 8 | 23.7 |
| Construction | | | | | | | | |
| Agreements without COLA | - | - | 5 | 7.3 | - | - | 1 | 0.8 |
| Agreements with COLA | - | - | - | - | - | - | 1 | 0.5 |
| All Agreements | - | - | 5 | 7.3 | - | - | 2 | 1.3 |
| Transportation, Communication and Other Utilities | | | | | | | | |
| Agreements without COLA | 13 | 33.5 | 11 | 32.3 | 5 | 8.5 | 4 | 5.8 |
| Agreements with COLA | 2 | 5.2 | 1 | 45.0 | 1 | 0.9 | 1 | 4.4 |
| All Agreements | 15 | 38.7 | 12 | 77.3 | 6 | 9.4 | 5 | 10.2 |
| Trade; Finance, Insurance and Real Estate | | | | | | | | |
| Agreements without COLA | 3 | 3.8 | 2 | 9.2 | 3 | 4.7 | 4 | 25.2 |
| Agreements with COLA | - | - | - | - | 1 | 1.1 | 1 | 7.6 |
| All Agreements | 3 | 3.8 | 2 | 9.2 | 4 | 5.8 | 5 | 32.8 |
| Community, Business and Personal Services | | | | | | | | |
| Agreements without COLA | 21 | 18.7 | 94 | 341.9 | 35 | 53.4 | 20 | 36.3 |
| Agreements with COLA | - | - | - | - | - | - | 2 | 3.3 |
| All Agreements | 21 | 18.7 | 94 | 341.9 | 35 | 53.4 | 22 | 39.6 |
| Public Administration | | | | | | | | |
| Agreements without COLA | 10 | 23.9 | 21 | 87.2 | 17 | 145.5 | 15 | 23.4 |
| Agreements with COLA | - | - | - | - | 1 | 5.3 | - | - |
| All Agreements | 10 | 23.9 | 21 | 87.2 | 18 | 150.7 | 15 | 23.4 |

Table B-3

**Effective Wage Adjustment in Base Rates, by Major Industry Division,
by Duration of Agreement, with and without COLA, Third Quarter 2000**

| | 17 Months or Less | | | 18-29 Months | | |
|--|----------------------------|---------------------------|---------------------------------|----------------------------|---------------------------|---------------------------------|
| | Number of Agreements | Number of Employees | Average Annual Adjustment | Number of Agreements | Number of Employees | Average Annual Adjustment |
| | | (000's) | (%) | | (000's) | (%) |
| All Industries | | | | | | |
| Agreements without COLA | 6 | 14.1 | 3.4 | 7 | 10.4 | 2.5 |
| Agreements with COLA | - | - | - | 1 | 0.5 | 1.6 |
| All Agreements | 6 | 14.1 | 3.4 | 8 | 10.9 | 2.5 |
| Primary Industry | | | | | | |
| Agreements without COLA | - | - | - | - | - | - |
| Agreements with COLA | - | - | - | - | - | - |
| All Agreements | - | - | - | - | - | - |
| Manufacturing | | | | | | |
| Agreements without COLA | - | - | - | - | - | - |
| Agreements with COLA | - | - | - | - | - | - |
| All Agreements | - | - | - | - | - | - |
| Construction | | | | | | |
| Agreements without COLA | - | - | - | - | - | - |
| Agreements with COLA | - | - | - | - | - | - |
| All Agreements | - | - | - | - | - | - |
| Transportation, Communication and Other Utilities | | | | | | |
| Agreements without COLA | - | - | - | - | - | - |
| Agreements with COLA | - | - | - | - | - | - |
| All Agreements | - | - | - | - | - | - |
| Trade; Finance, Insurance and Real Estate | | | | | | |
| Agreements without COLA | - | - | - | 1 | 4.4 | 3.0 |
| Agreements with COLA | - | - | - | - | - | - |
| All Agreements | - | - | - | 1 | 4.4 | 3.0 |
| Community, Business and Personal Services | | | | | | |
| Agreements without COLA | 6 | 14.1 | 3.4 | 5 | 4.9 | 2.2 |
| Agreements with COLA | - | - | - | 1 | 0.5 | 1.6 |
| All Agreements | 6 | 14.1 | 3.4 | 6 | 5.4 | 2.1 |
| Public Administration | | | | | | |
| Agreements without COLA | - | - | - | 1 | 1.1 | 2.3 |
| Agreements with COLA | - | - | - | - | - | - |
| All Agreements | - | - | - | 1 | 1.1 | 2.3 |

Table B-3 (continued)

**Effective Wage Adjustment in Base Rates, by Major Industry Division,
by Duration of Agreement, with and without COLA, Third Quarter 2000**

| | 30-41 Months | | | 42 Months or More | | |
|--|----------------------------|---------------------------|---------------------------------|----------------------------|---------------------------|---------------------------------|
| | Number of Agreements | Number of Employees | Average Annual Adjustment | Number of Agreements | Number of Employees | Average Annual Adjustment |
| | | (000's) | (%) | | (000's) | (%) |
| All Industries | | | | | | |
| Agreements without COLA | 26 | 50.7 | 2.3 | 10 | 37.0 | 2.1 |
| Agreements with COLA | 1 | 1.2 | 4.3 | 6 | 17.1 | 1.6 |
| All Agreements | 27 | 51.9 | 2.4 | 16 | 54.1 | 1.9 |
| Primary Industry | | | | | | |
| Agreements without COLA | - | - | - | - | - | - |
| Agreements with COLA | - | - | - | - | - | - |
| All Agreements | - | - | - | - | - | - |
| Manufacturing | | | | | | |
| Agreements without COLA | 5 | 20.7 | 2.0 | - | - | - |
| Agreements with COLA | 1 | 1.2 | 4.3 | 2 | 1.8 | 2.6 |
| All Agreements | 6 | 21.9 | 2.2 | 2 | 1.8 | 2.6 |
| Construction | | | | | | |
| Agreements without COLA | 1 | 0.8 | 2.7 | - | - | - |
| Agreements with COLA | - | - | - | 1 | 0.5 | 2.6 |
| All Agreements | 1 | 0.8 | 2.7 | 1 | 0.5 | 2.6 |
| Transportation, Communication and Other Utilities | | | | | | |
| Agreements without COLA | 3 | 3.2 | 2.2 | 1 | 2.6 | 2.6 |
| Agreements with COLA | - | - | - | 1 | 4.4 | 1.2 |
| All Agreements | 3 | 3.2 | 2.2 | 2 | 7.0 | 1.7 |
| Trade; Finance, Insurance and Real Estate | | | | | | |
| Agreements without COLA | 1 | 0.5 | 4.0 | 2 | 20.3 | 1.3 |
| Agreements with COLA | - | - | - | 1 | 7.6 | 1.0 |
| All Agreements | 1 | 0.5 | 4.0 | 3 | 27.9 | 1.2 |
| Community, Business and Personal Services | | | | | | |
| Agreements without COLA | 2 | 3.1 | 2.4 | 7 | 14.1 | 3.1 |
| Agreements with COLA | - | - | - | 1 | 2.8 | 3.0 |
| All Agreements | 2 | 3.1 | 2.4 | 8 | 16.9 | 3.1 |
| Public Administration | | | | | | |
| Agreements without COLA | 14 | 22.3 | 2.6 | - | - | - |
| Agreements with COLA | - | - | - | - | - | - |
| All Agreements | 14 | 22.3 | 2.6 | - | - | - |

Table B-4

**Effective Wage Adjustment in Base Rates, by Major Industry Division,
with and without COLA, Third Quarter 2000**

| | Number of Agreements | Number of Employees | Average Annual Adjustment | First 12 Months | Average Agreement Duration |
|--|----------------------------|---------------------------|---------------------------------|-----------------------|----------------------------------|
| | | (000's) | (%) | (%) | (Months) |
| All Industries | | | | | |
| Agreements without COLA | 49 | 112.2 | 2.4 | 2.6 | 39.2 |
| Agreements with COLA | 8 | 18.8 | 1.8 | 1.0 | 59.9 |
| All Agreements | 57 | 130.9 | 2.3 | 2.4 | 42.2 |
| Primary Industry | | | | | |
| Agreements without COLA | - | - | - | - | - |
| Agreements with COLA | - | - | - | - | - |
| All Agreements | - | - | - | - | - |
| Manufacturing | | | | | |
| Agreements without COLA | 5 | 20.7 | 2.0 | 2.1 | 36.0 |
| Agreements with COLA | 3 | 3.0 | 3.3 | 3.5 | 43.2 |
| All Agreements | 8 | 23.7 | 2.2 | 2.2 | 36.9 |
| Construction | | | | | |
| Agreements without COLA | 1 | 0.8 | 2.7 | 3.1 | 36.0 |
| Agreements with COLA | 1 | 0.5 | 2.6 | 0.0 | 48.0 |
| All Agreements | 2 | 1.3 | 2.7 | 1.9 | 40.6 |
| Transportation, Communication and Other Utilities | | | | | |
| Agreements without COLA | 4 | 5.8 | 2.4 | 2.5 | 41.8 |
| Agreements with COLA | 1 | 4.4 | 1.2 | 0.0 | 60.0 |
| All Agreements | 5 | 10.2 | 1.9 | 1.4 | 49.7 |
| Trade; Finance, Insurance and Real Estate | | | | | |
| Agreements without COLA | 4 | 25.2 | 1.7 | 2.2 | 57.8 |
| Agreements with COLA | 1 | 7.6 | 1.0 | 0.0 | 72.0 |
| All Agreements | 5 | 32.8 | 1.5 | 1.7 | 61.1 |
| Community, Business and Personal Services | | | | | |
| Agreements without COLA | 20 | 36.3 | 3.1 | 3.1 | 30.1 |
| Agreements with COLA | 2 | 3.3 | 2.8 | 2.4 | 48.5 |
| All Agreements | 22 | 39.6 | 3.0 | 3.0 | 31.6 |
| Public Administration | | | | | |
| Agreements without COLA | 15 | 23.4 | 2.6 | 2.7 | 35.5 |
| Agreements with COLA | - | - | - | - | - |
| All Agreements | 15 | 23.4 | 2.6 | 2.7 | 35.5 |

Table C-1

**Effective Wage Adjustment in Base Rates, by Region/Jurisdiction,
by Year and Quarter**

| | 1997 | 1998 | 1999 | 1999 | 2000 | | |
|-----------------------|------|------|------|------|------|-----|-----|
| | | | | 4 | 1 | 2 | 3 |
| | (%) | (%) | (%) | (%) | (%) | (%) | (%) |
| All Sectors | | | | | | | |
| CANADA | 1.5 | 1.7 | 2.2 | 2.9 | 2.4 | 2.5 | 2.3 |
| <i>Atlantic</i> | 1.1 | 2.1 | 2.0 | 2.6 | 2.1 | 2.5 | 2.6 |
| Newfoundland | 1.7 | 1.3 | 1.6 | - | 2.4 | 2.3 | - |
| Prince Edward Island | - | 2.1 | 2.7 | 3.0 | - | 2.4 | - |
| Nova Scotia | 2.0 | 2.9 | 2.1 | 1.8 | 2.2 | - | - |
| New Brunswick | 0.7 | 1.5 | 2.4 | - | 1.5 | 2.5 | 2.6 |
| Quebec | 1.3 | 1.0 | 1.6 | 2.1 | 2.3 | 2.7 | 2.8 |
| Ontario | 1.1 | 1.6 | 2.1 | 3.6 | 2.5 | 2.3 | 2.2 |
| <i>Prairies</i> | 2.0 | 2.4 | 3.0 | 2.7 | 3.6 | 5.1 | 2.6 |
| Manitoba | 1.1 | 1.4 | 2.5 | 2.3 | 2.5 | 2.2 | 2.4 |
| Saskatchewan | 0.9 | 1.8 | 2.1 | 1.8 | 2.0 | - | - |
| Alberta | 2.4 | 3.0 | 4.0 | 3.0 | 3.8 | 5.9 | 3.0 |
| British Columbia | 1.3 | 0.8 | 0.8 | 0.8 | 0.6 | 0.7 | 1.9 |
| Multiprovince | 2.8 | 1.5 | 2.2 | - | 2.6 | 1.8 | 2.7 |
| Federal | 1.8 | 2.1 | 2.8 | 2.3 | 2.2 | 2.0 | 3.0 |
| Public Sector | | | | | | | |
| CANADA | 1.1 | 1.6 | 1.9 | 2.1 | 2.3 | 2.5 | 2.7 |
| <i>Atlantic</i> | 1.0 | 2.1 | 1.8 | 3.0 | 2.2 | 2.7 | - |
| Newfoundland | 2.1 | 1.3 | 1.3 | - | - | 2.3 | - |
| Prince Edward Island | - | 2.1 | 2.9 | 3.0 | - | 2.4 | - |
| Nova Scotia | 1.8 | 3.0 | 2.3 | - | 2.2 | - | - |
| New Brunswick | 0.8 | 1.5 | 3.1 | - | 1.5 | 3.0 | - |
| Quebec | 1.3 | 1.2 | 1.7 | 1.8 | 2.3 | 2.3 | 2.2 |
| Ontario | 0.6 | 1.3 | 1.5 | 2.3 | 2.5 | 2.2 | 3.2 |
| <i>Prairies</i> | 1.7 | 2.2 | 2.9 | 2.7 | 3.6 | 5.1 | 2.6 |
| Manitoba | 1.0 | 1.2 | 2.5 | 2.0 | 2.0 | 2.2 | 2.4 |
| Saskatchewan | 0.9 | 1.8 | 2.3 | 1.8 | 2.0 | - | - |
| Alberta | 2.2 | 2.6 | 3.7 | 3.1 | 3.8 | 5.9 | 3.0 |
| British Columbia | 0.6 | 0.7 | 0.6 | 0.8 | 0.6 | 0.7 | 1.6 |
| Multiprovince | 0.5 | 1.0 | 1.9 | - | 2.6 | - | - |
| Federal | 1.6 | 2.2 | 2.7 | 2.0 | 2.1 | 2.1 | 3.4 |
| Private Sector | | | | | | | |
| CANADA | 1.8 | 1.8 | 2.6 | 3.6 | 2.8 | 2.3 | 1.9 |
| <i>Atlantic</i> | 1.2 | 1.7 | 2.2 | 1.8 | 2.0 | 1.7 | 2.6 |
| Newfoundland | 1.7 | 1.9 | 2.3 | - | 2.4 | - | - |
| Prince Edward Island | - | - | 2.3 | - | - | - | - |
| Nova Scotia | 2.1 | 1.8 | 1.9 | 1.8 | 1.7 | - | - |
| New Brunswick | 0.4 | 1.6 | 2.3 | - | 1.5 | 1.7 | 2.6 |
| Quebec | 1.3 | 1.0 | 1.6 | 3.8 | 3.0 | 3.3 | 3.7 |
| Ontario | 1.9 | 2.0 | 3.3 | 4.4 | 2.7 | 2.4 | 1.4 |
| <i>Prairies</i> | 2.5 | 3.2 | 3.8 | 2.5 | 3.8 | - | - |
| Manitoba | 1.9 | 1.6 | 2.8 | 2.4 | 3.0 | - | - |
| Saskatchewan | 1.2 | 1.1 | 0.8 | - | - | - | - |
| Alberta | 2.6 | 4.5 | 5.1 | 2.6 | 4.8 | - | - |
| British Columbia | 1.6 | 1.5 | 1.3 | - | - | - | 2.0 |
| Multiprovince | 3.0 | 1.7 | 2.8 | - | - | 1.8 | 2.7 |
| Federal | 2.0 | 1.7 | 2.8 | 2.4 | 4.4 | 1.6 | 2.6 |

Table C-2

**Number of Agreements and Employees Covered, by Region/Jurisdiction,
by Year and Quarter**

| | 1997 | | 1998 | | 1999 | |
|-----------------------|----------------------------|---------------------------|----------------------------|---------------------------|----------------------------|---------------------------|
| | Number of Agreements | Number of Employees | Number of Agreements | Number of Employees | Number of Agreements | Number of Employees |
| | (000's) | | (000's) | | (000's) | |
| All Sectors | | | | | | |
| CANADA | 379 | 693.9 | 401 | 918.6 | 375 | 820.7 |
| <i>Atlantic</i> | 18 | 20.9 | 42 | 93.4 | 22 | 20.0 |
| Newfoundland | 5 | 6.1 | 7 | 25.4 | 8 | 9.7 |
| Prince Edward Island | - | - | 3 | 3.9 | 3 | 2.2 |
| Nova Scotia | 2 | 1.8 | 18 | 39.0 | 6 | 3.9 |
| New Brunswick | 11 | 13.0 | 14 | 25.0 | 5 | 4.3 |
| Quebec | 39 | 92.4 | 53 | 82.2 | 39 | 113.7 |
| Ontario | 175 | 238.6 | 141 | 268.1 | 172 | 314.6 |
| <i>Prairies</i> | 80 | 146.0 | 83 | 134.0 | 70 | 146.0 |
| Manitoba | 21 | 27.9 | 20 | 22.3 | 18 | 38.7 |
| Saskatchewan | 7 | 16.9 | 12 | 32.3 | 15 | 45.0 |
| Alberta | 52 | 101.1 | 51 | 79.4 | 37 | 62.4 |
| British Columbia | 34 | 69.3 | 35 | 151.8 | 25 | 71.9 |
| Multiprovince | 8 | 8.3 | 3 | 9.3 | 5 | 6.8 |
| Federal | 25 | 118.4 | 44 | 179.8 | 42 | 147.7 |
| Public Sector | | | | | | |
| CANADA | 221 | 371.0 | 221 | 646.3 | 219 | 508.3 |
| <i>Atlantic</i> | 8 | 10.9 | 29 | 81.6 | 10 | 10.7 |
| Newfoundland | 2 | 1.2 | 6 | 22.9 | 4 | 6.6 |
| Prince Edward Island | - | - | 3 | 3.9 | 2 | 1.5 |
| Nova Scotia | 1 | 0.6 | 11 | 33.6 | 3 | 2.1 |
| New Brunswick | 5 | 9.0 | 9 | 21.1 | 1 | 0.6 |
| Quebec | 16 | 19.8 | 14 | 23.6 | 12 | 25.8 |
| Ontario | 113 | 139.0 | 78 | 167.9 | 114 | 211.0 |
| <i>Prairies</i> | 55 | 100.6 | 62 | 106.5 | 50 | 124.0 |
| Manitoba | 18 | 24.0 | 11 | 11.7 | 13 | 34.2 |
| Saskatchewan | 4 | 14.5 | 10 | 30.5 | 11 | 40.6 |
| Alberta | 33 | 62.1 | 41 | 64.3 | 26 | 49.2 |
| British Columbia | 18 | 25.4 | 15 | 133.7 | 13 | 57.6 |
| Multiprovince | 1 | 0.6 | 1 | 2.3 | 2 | 4.6 |
| Federal | 10 | 74.8 | 22 | 130.7 | 18 | 74.7 |
| Private Sector | | | | | | |
| CANADA | 158 | 322.8 | 180 | 272.4 | 156 | 312.4 |
| <i>Atlantic</i> | 10 | 10.1 | 13 | 11.8 | 12 | 9.3 |
| Newfoundland | 3 | 4.9 | 1 | 2.5 | 4 | 3.1 |
| Prince Edward Island | - | - | - | - | 1 | 0.7 |
| Nova Scotia | 1 | 1.2 | 7 | 5.4 | 3 | 1.8 |
| New Brunswick | 6 | 4.0 | 5 | 3.9 | 4 | 3.7 |
| Quebec | 23 | 72.7 | 39 | 58.6 | 27 | 87.9 |
| Ontario | 62 | 99.5 | 63 | 100.2 | 58 | 103.6 |
| <i>Prairies</i> | 25 | 45.4 | 21 | 27.5 | 20 | 22.1 |
| Manitoba | 3 | 4.0 | 9 | 10.5 | 5 | 4.6 |
| Saskatchewan | 3 | 2.4 | 2 | 1.8 | 4 | 4.4 |
| Alberta | 19 | 39.0 | 10 | 15.1 | 11 | 13.1 |
| British Columbia | 16 | 43.9 | 20 | 18.2 | 12 | 14.3 |
| Multiprovince | 7 | 7.7 | 2 | 7.0 | 3 | 2.2 |
| Federal | 15 | 43.6 | 22 | 49.1 | 24 | 73.0 |

Table C-2 (continued)

Number of Agreements and Employees Covered, by Region/Jurisdiction,
by Year and Quarter

| | 1999 | | 2000 | | | | | |
|-----------------------|----------------------------|---------------------------|----------------------------|---------------------------|----------------------------|---------------------------|----------------------------|---------------------------|
| | 4 | | 1 | | 2 | | 3 | |
| | Number of Agreements | Number of Employees | Number of Agreements | Number of Employees | Number of Agreements | Number of Employees | Number of Agreements | Number of Employees |
| | (000's) | | (000's) | | (000's) | | (000's) | |
| All Sectors | | | | | | | | |
| CANADA | 67 | 126.7 | 151 | 542.5 | 82 | 239.6 | 57 | 130.9 |
| <i>Atlantic</i> | 2 | 1.4 | 9 | 17.1 | 4 | 3.3 | 1 | 0.5 |
| Newfoundland | - | - | 1 | 3.0 | 1 | 0.5 | - | - |
| Prince Edward Island | 1 | 0.9 | - | - | 1 | 0.6 | - | - |
| Nova Scotia | 1 | 0.5 | 4 | 11.7 | - | - | - | - |
| New Brunswick | - | - | 4 | 2.4 | 2 | 2.2 | 1 | 0.5 |
| Quebec | 8 | 20.6 | 66 | 306.2 | 12 | 16.4 | 6 | 5.5 |
| Ontario | 32 | 59.4 | 40 | 114.6 | 36 | 55.1 | 17 | 48.0 |
| <i>Prairies</i> | 13 | 11.8 | 17 | 24.7 | 13 | 31.5 | 15 | 22.6 |
| Manitoba | 3 | 2.2 | 3 | 2.6 | 2 | 6.3 | 11 | 15.7 |
| Saskatchewan | 1 | 2.0 | 1 | 0.6 | - | - | - | - |
| Alberta | 9 | 7.6 | 13 | 21.5 | 11 | 25.2 | 4 | 7.0 |
| British Columbia | 2 | 2.2 | 8 | 10.2 | 4 | 5.2 | 11 | 36.3 |
| Multiprovince | - | - | 2 | 3.0 | 1 | 0.8 | 1 | 0.8 |
| Federal | 10 | 31.3 | 9 | 66.7 | 12 | 127.3 | 6 | 17.3 |
| Public Sector | | | | | | | | |
| CANADA | 36 | 59.8 | 123 | 499.9 | 56 | 208.1 | 37 | 71.1 |
| <i>Atlantic</i> | 1 | 0.9 | 3 | 11.2 | 3 | 2.5 | - | - |
| Newfoundland | - | - | - | - | 1 | 0.5 | - | - |
| Prince Edward Island | 1 | 0.9 | - | - | 1 | 0.6 | - | - |
| Nova Scotia | - | - | 2 | 10.6 | - | - | - | - |
| New Brunswick | - | - | 1 | 0.6 | 1 | 1.4 | - | - |
| Quebec | 5 | 17.1 | 61 | 297.7 | 6 | 10.3 | 4 | 3.5 |
| Ontario | 18 | 21.7 | 26 | 89.3 | 22 | 38.5 | 11 | 22.5 |
| <i>Prairies</i> | 9 | 8.9 | 15 | 22.6 | 13 | 31.5 | 15 | 22.6 |
| Manitoba | 1 | 0.7 | 2 | 1.5 | 2 | 6.3 | 11 | 15.7 |
| Saskatchewan | 1 | 2.0 | 1 | 0.6 | - | - | - | - |
| Alberta | 7 | 6.2 | 12 | 20.5 | 11 | 25.2 | 4 | 7.0 |
| British Columbia | 2 | 2.2 | 8 | 10.2 | 4 | 5.2 | 4 | 12.3 |
| Multiprovince | - | - | 2 | 3.0 | - | - | - | - |
| Federal | 1 | 9.0 | 8 | 65.9 | 8 | 120.1 | 3 | 10.2 |
| Private Sector | | | | | | | | |
| CANADA | 31 | 66.9 | 28 | 42.6 | 26 | 31.5 | 20 | 59.9 |
| <i>Atlantic</i> | 1 | 0.5 | 6 | 5.8 | 1 | 0.8 | 1 | 0.5 |
| Newfoundland | - | - | 1 | 3.0 | - | - | - | - |
| Prince Edward Island | - | - | - | - | - | - | - | - |
| Nova Scotia | 1 | 0.5 | 2 | 1.1 | - | - | - | - |
| New Brunswick | - | - | 3 | 1.7 | 1 | 0.8 | 1 | 0.5 |
| Quebec | 3 | 3.4 | 5 | 8.5 | 6 | 6.1 | 2 | 2.0 |
| Ontario | 14 | 37.7 | 14 | 25.3 | 14 | 16.7 | 6 | 25.5 |
| <i>Prairies</i> | 4 | 3.0 | 2 | 2.1 | - | - | - | - |
| Manitoba | 2 | 1.6 | 1 | 1.1 | - | - | - | - |
| Saskatchewan | - | - | - | - | - | - | - | - |
| Alberta | 2 | 1.4 | 1 | 1.0 | - | - | - | - |
| British Columbia | - | - | - | - | - | - | 7 | 24.0 |
| Multiprovince | - | - | - | - | 1 | 0.8 | 1 | 0.8 |
| Federal | 9 | 22.4 | 1 | 0.8 | 4 | 7.2 | 3 | 7.1 |

Table D

Major Wage Settlements, by Public and Private Sectors,
by Year and Quarter

| Year | Public Sector | | | | Private Sector | | | | All Sectors | | | |
|-------|---------------|---------|---------|-----------|----------------|------|----------|-----------|-------------|---------|---------|-----------|
| | Agmts. | Dur. | Empls. | Avg. Adj. | Agmts. | Dur. | Empls. | Avg. Adj. | Agmts. | Dur. | Empls. | Avg. Adj. |
| | (Months) | (000's) | (%) | (Months) | (000's) | (%) | (Months) | (000's) | (Months) | (000's) | (%) | |
| 1980 | 325 | 26.0 | 919.4 | 10.9 | 233 | 27.5 | 298.8 | 11.7 | 558 | 26.3 | 1,218.2 | 11.1 |
| 1981 | 290 | 18.9 | 577.6 | 13.1 | 210 | 27.3 | 323.4 | 12.6 | 500 | 21.9 | 901.0 | 13.0 |
| 1982 | 319 | 14.6 | 865.1 | 10.4 | 189 | 25.2 | 282.2 | 9.5 | 508 | 17.2 | 1,147.3 | 10.2 |
| 1983 | 458 | 19.6 | 1,241.6 | 4.6 | 200 | 25.0 | 302.8 | 5.5 | 658 | 20.6 | 1,544.3 | 4.8 |
| 1984 | 277 | 17.0 | 637.4 | 3.9 | 282 | 26.1 | 518.8 | 3.2 | 559 | 21.1 | 1,156.2 | 3.6 |
| 1985 | 316 | 21.7 | 566.8 | 3.8 | 200 | 30.1 | 271.8 | 3.3 | 516 | 24.5 | 838.6 | 3.7 |
| 1986 | 322 | 25.4 | 711.2 | 3.6 | 231 | 26.0 | 410.2 | 3.0 | 553 | 25.6 | 1,121.5 | 3.4 |
| 1987 | 270 | 29.4 | 824.3 | 4.1 | 208 | 31.4 | 287.0 | 3.8 | 478 | 29.9 | 1,111.3 | 4.0 |
| 1988 | 301 | 24.0 | 698.6 | 4.0 | 241 | 27.2 | 484.1 | 5.0 | 542 | 25.3 | 1,182.7 | 4.4 |
| 1989 | 295 | 30.0 | 737.6 | 5.2 | 158 | 28.5 | 264.2 | 5.2 | 453 | 29.6 | 1,001.8 | 5.2 |
| 1990 | 283 | 27.4 | 677.8 | 5.6 | 224 | 29.7 | 468.5 | 5.7 | 507 | 28.4 | 1,146.4 | 5.6 |
| 1991 | 365 | 16.0 | 1,121.7 | 3.4 | 182 | 29.2 | 224.0 | 4.4 | 547 | 18.2 | 1,345.6 | 3.6 |
| 1992 | 302 | 21.7 | 977.3 | 2.0 | 194 | 32.2 | 329.5 | 2.5 | 496 | 24.3 | 1,306.8 | 2.1 |
| 1993 | 347 | 23.4 | 1,012.0 | 0.6 | 171 | 25.2 | 400.5 | 0.8 | 518 | 23.9 | 1,412.5 | 0.7 |
| 1994 | 299 | 26.5 | 719.8 | 0.0 | 135 | 34.5 | 222.8 | 1.2 | 434 | 28.4 | 942.6 | 0.3 |
| 1995 | 216 | 31.5 | 630.9 | 0.6 | 186 | 35.8 | 277.9 | 1.4 | 402 | 32.8 | 908.8 | 0.9 |
| 1996 | 213 | 31.6 | 565.9 | 0.5 | 165 | 34.8 | 244.5 | 1.8 | 378 | 32.6 | 810.5 | 0.9 |
| 1997 | 221 | 30.2 | 371.0 | 1.1 | 158 | 38.1 | 322.8 | 1.8 | 379 | 33.9 | 693.9 | 1.5 |
| 1998 | 221 | 31.1 | 646.3 | 1.6 | 180 | 34.3 | 272.4 | 1.8 | 401 | 32.0 | 918.6 | 1.7 |
| 1999 | 219 | 35.1 | 508.3 | 1.9 | 156 | 38.5 | 312.4 | 2.6 | 375 | 36.4 | 820.7 | 2.2 |
| 2000* | 216 | 34.4 | 779.1 | 2.4 | 74 | 43.3 | 133.9 | 2.3 | 290 | 35.7 | 913.0 | 2.4 |

| | | | | | | | | | | | | |
|----------------|-----|------|-------|-----|----|------|-------|-----|-----|------|-------|-----|
| * Year to Date | | | | | | | | | | | | |
| Quarter | | | | | | | | | | | | |
| 1997 I | 53 | 29.7 | 89.1 | 1.0 | 30 | 35.8 | 40.4 | 2.2 | 83 | 31.6 | 129.5 | 1.3 |
| II | 72 | 26.1 | 98.8 | 0.8 | 60 | 34.5 | 147.2 | 1.9 | 132 | 31.1 | 246.1 | 1.5 |
| III | 34 | 31.0 | 44.6 | 0.8 | 38 | 38.7 | 88.8 | 1.6 | 72 | 36.1 | 133.3 | 1.3 |
| IV | 62 | 33.1 | 138.6 | 1.7 | 30 | 50.6 | 46.4 | 1.8 | 92 | 37.5 | 185.0 | 1.7 |
| 1998 I | 45 | 36.4 | 97.0 | 2.1 | 23 | 33.6 | 38.3 | 2.3 | 68 | 35.6 | 135.3 | 2.1 |
| II | 56 | 32.0 | 157.5 | 1.7 | 71 | 27.9 | 111.3 | 1.6 | 127 | 30.3 | 268.7 | 1.7 |
| III | 52 | 33.2 | 186.5 | 1.2 | 53 | 40.9 | 85.1 | 1.7 | 105 | 35.6 | 271.6 | 1.4 |
| IV | 68 | 25.9 | 205.3 | 1.7 | 33 | 38.9 | 37.7 | 2.0 | 101 | 27.9 | 243.0 | 1.7 |
| 1999 I | 78 | 32.5 | 192.2 | 1.3 | 30 | 38.3 | 55.5 | 2.2 | 108 | 33.8 | 247.7 | 1.5 |
| II | 71 | 37.5 | 205.4 | 2.4 | 54 | 41.0 | 63.5 | 2.4 | 125 | 38.3 | 268.9 | 2.4 |
| III | 34 | 37.1 | 51.0 | 2.3 | 41 | 37.5 | 126.5 | 2.4 | 75 | 37.4 | 177.5 | 2.3 |
| IV | 36 | 33.3 | 59.8 | 2.1 | 31 | 38.4 | 66.9 | 3.6 | 67 | 36.0 | 126.7 | 2.9 |
| 2000 I | 123 | 39.9 | 499.9 | 2.3 | 28 | 33.0 | 42.6 | 2.8 | 151 | 39.4 | 542.5 | 2.4 |
| II | 56 | 21.2 | 208.1 | 2.5 | 26 | 40.9 | 31.5 | 2.3 | 82 | 23.8 | 239.6 | 2.5 |
| III | 37 | 33.9 | 71.1 | 2.7 | 20 | 52.0 | 59.9 | 1.9 | 57 | 42.2 | 130.9 | 2.3 |

Agmts. - Number of Agreements
 Avg. Adj. - Average Annual Adjustment
 Dur. - Average Agreement Duration
 Empls. - Number of Employees

Table E
Selected Economic Indicators,
by Year and Quarter

| | 1997 | 1998 | 1999 | 1999 | 2000 | | |
|--|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| | | | | 4 | 1 | 2 | 3 |
| Wage Settlements (%) | 1.5 | 1.7 | 2.2 | 2.9 | 2.4 | 2.5 | 2.3 |
| Public Sector (%) | 1.1 | 1.6 | 1.9 | 2.1 | 2.3 | 2.5 | 2.7 |
| Private Sector (%) | 1.8 | 1.8 | 2.6 | 3.6 | 2.8 | 2.3 | 1.9 |
| Agreements in Force (%) | 1.2 | 1.7 | 1.9 | 1.7 | 1.9 | 2.1 | 2.1 |
| Public Sector (%) | 0.9 | 1.4 | 1.7 | 1.6 | 1.8 | 1.9 | 2.0 |
| Private Sector (%) | 1.8 | 2.3 | 2.2 | 2.0 | 2.2 | 2.4 | 2.5 |
| Consumer Price Index Per Cent Change ¹ | 1.6 | 0.9 | 1.7 | 2.4 | 2.7 | 2.4 | 2.7 |
| GDP ² at Factor Cost ³ Per Cent Change ¹ | 4.1 | 3.1 | 4.3 | 4.7 | 5.2 | 5.0 | 3.7 |
| Labour Productivity Growth (%) | 1.5 | 0.7 | 1.5 | 1.5 | 1.9 | 1.5 | 1.6 |
| Unit Labour Cost (%) | 1.0 | 1.4 | 0.5 | 0.8 | 1.7 | 2.3 | 2.2 |
| Unemployment Rate ³ (%) | 9.1 | 8.3 | 7.6 | 7.0 | 6.8 | 6.7 | 6.9 |
| Employment (000's) ³ Per Cent Change ¹ | 13,774 1.9 | 14,140 2.7 | 14,531 2.8 | 14,690 2.7 | 14,826 3.1 | 14,886 2.8 | 14,910 2.3 |
| Average Weekly Earnings ³ Per Cent Change ¹ | \$ 598.26 2.1 | \$ 606.31 1.3 | \$ 610.68 0.7 | \$ 615.15 1.2 | \$ 621.57 2.6 | \$ 624.74 2.6 | \$ 628.76 2.7 |
| Average Hourly Earnings Per Cent Change ¹ | \$ 14.87 1.1 | \$ 15.12 1.7 | \$ 15.34 1.4 | \$ 15.46 1.8 | \$ 15.79 2.6 | \$ 15.73 2.9 | \$ 15.70 3.3 |

¹ Per cent change from the same period of the previous year

² GDP – Gross domestic product at factor cost (1992) prices

³ Seasonally adjusted data

TECHNICAL NOTES

The information in this report is produced from collective agreement settlements in Canada which cover 500 or more employees in all industries. A few settlements are excluded where the basis of payment is on a piece/mileage rate basis.

The construction industry is excluded prior to 1983.

The Base Rate

The base rate is the lowest paid classification used for qualified workers in the bargaining unit. In most instances, the base rate is the rate of pay for an unskilled or semi-skilled classification of workers. However, this is not the case in contracts covering only skilled workers and professional employees.

As only the base rate in a contract is used, the resulting data on percentage change do not necessarily reflect the average wage change for all workers in the bargaining unit. For example, where an across-the-board increase is negotiated for all classifications in cents per hour (or other money terms), measurement on the base rate produces higher results than measurement on any higher rate, including the average rate. Where varying percentage or money increases are negotiated for different classifications, measurement on the base rate may produce results that are higher or lower than measurement on the average rate. Where an across-the-board increase is negotiated for all classifications in percentage terms, measurement on the base rate produces results identical to measurement on any other rate, including the average rate. It should be noted that information on the average rate for all employees in a bargaining unit is not available.

Effective Wage Increase

The effective wage increase is the increase in rates of pay including estimated cost-of-living allowance (COLA) payments. Estimates of the yield of COLA clauses are obtained by quantifying the characteristics of these clauses in each agreement and applying a combination of actual Consumer Price Index (CPI) increases available to date plus a specified projected inflation rate for the remainder of the contract duration. In

succeeding quarters, these estimates are revised using actual CPI values as they become available.

In the current report, an inflation projection of 2.0 per cent has been used when the actual rate is unknown. This figure is based on a rounded average of inflation forecasts and is intended for illustrative purposes only and does not constitute an official forecast by Human Resources Development Canada. The use of different inflation rate scenarios could result in varying settlement increases. The inflation projection used will be revised periodically to reflect prevailing economic conditions.

By including reasonable estimates of future payments under COLA clauses, the effective wage increase concept facilitates an accurate comparison of agreements with and without COLA and permits the aggregation of all agreements to yield an improved measure of wage settlements.

Public and Private Sectors

The principal unit of observation is the collective bargaining unit; however, the designation for inclusion in the public sector is by reference to characteristics of the employer with whom a bargaining unit negotiates. Reference to the employer characteristics makes the directives consistent with Statistics Canada's use of "institutional units" or "entities".

While the criteria relate to the classification of the public sector only, *the private sector is defined by exclusion.*

Public sector bargaining units negotiate wages or other working conditions with an employer who is part of, or an agent of, a government or a government business enterprise. The distinction between the two is whether the activity engaged in is "non-commercial" (Government) or "commercial" (Government Business Enterprise).

Government (Non-Commercial)

The government component comprises all non-commercial entities controlled by governments and mainly financed out of general taxation or other public

funds. These entities provide goods and/or services free or at non-market prices (not having a view to profit).

Sub-sectors of the government component are identified below:

(1) Federal Government

Collective bargaining in the Federal Government component is conducted under the *Public Service Staff Relations Act* (Parts 1 and 2), and the *Parliamentary Employment and Staff Relations Act*.

(2) Provincial and Territorial Governments

- (a) provincial and territorial government administration;
- (b) health, education and social services agencies or institutions:
 - (i) public hospitals,
 - (ii) provincial residential care facilities,
 - (iii) universities,
 - (iv) colleges, vocational and trade institutions,
 - (v) social services business enterprise,
 - (vi) provincial elementary and secondary schools.

(3) Local Government Administration

- (a) local government organizations such as: municipalities, boards, commissions;
- (b) school boards;
- (c) social services: establishments at the local level primarily engaged in providing basic domiciliary care only, such as homes for the aged, blind or senile, boarding houses for the aged, day nurseries, shelters, etc.

Government Business Enterprise (Commercial)

The commercial component of the public sector is divided into three broad sub-groupings, based on degree

of governmental control, as follows:

(1) Direct Control

A commercial enterprise is directly controlled by a government if one of the following conditions is met:

- (a) a government holds more than 50 per cent of its voting equity, directly;
- (b) a government has irrevocable options or the right to acquire shares, or convertible debt or equity, exercisable at the discretion of that government.

(2) Effective Control

A commercial enterprise is effectively controlled by a government if one of the following conditions is met:

- (a) the government holds a significant voting ownership in a public enterprise, where "significant" is understood as:
 - (i) the holding is the largest block of voting equity; and
 - (ii) the holding exceeds 33.3 per cent of the voting equity; and
 - (iii) the block is larger than the combined percentage of the next two largest blocks;
- (b) the commercial enterprise declares that it is effectively controlled by a government;
- (c) there exists a method or variety of methods (e.g. significant voting ownership of the enterprise, technological agreements, supply controls or contracts, management contracts, interlocking directorships, etc.)

(3) Indirect Control

A business enterprise is indirectly controlled by a government if that government directly or effectively controls a government business enterprise, which in turn directly or effectively controls that enterprise.

SECTION 2

EXPIRIES AND REOPENERS OF MAJOR COLLECTIVE AGREEMENTS IN JANUARY, FEBRUARY AND MARCH 2001

Note: Reopeners listed may be negotiated for wage provisions¹ and/or other provisions²

The full 2001 Calendar of Major Collective Agreement Expiries and Reopeners will soon be available on the Workplace Information Directorate Web site at: <http://labour-travail.hrdc-drhc.gc.ca/doc/wid-dimt/eng/expreo.cfm>

| Company and Location | Union and Occupation | Number of Employees | Industry |
|-------------------------|-------------------------|------------------------|----------|
|-------------------------|-------------------------|------------------------|----------|

JANUARY 2001

QUEBEC

| | | | |
|--|---|-------|---------------|
| 1 Alcan Smelters and Chemicals Ltd., Shawinigan | Fédération de la métallurgie (CNTU) (hourly-rated employees) | 500 | Manufacturing |
| 1 Alcan Smelters and Chemicals Ltd., Jonquière, Saguenay, région du Lac St-Jean, Beauharnois, Port-Alfred, Shipshaw and Alma | Fédération des syndicats du secteur aluminium inc. (Ind.) and United Steelworkers of America (AFL-CIO/CLC) (hourly-rated, office and clerical employees, security guards, general tradesmen and longshoremen) | 3,935 | Manufacturing |
| Fruit of the Loom Canada inc., Trois-Rivières | Communications, Energy and Paperworkers Union of Canada (CLC) (production employees) | 580 | Manufacturing |
| JM Asbestos inc., Asbestos | Fédération démocratique de la métallurgie, des mines et des produits chimiques (CSD) (mine, plant and maintenance employees) | 540 | Primary |
| 1 University of Sherbrooke, Sherbrooke | Syndicat des chargées et chargés de cours de l'Université de Sherbrooke (CSQ) (instructors/tutors/lecturers) | 1,600 | Services |

ONTARIO

| | | | |
|-----------------------|---|-----|---------------|
| Bayer Inc., Sarnia | Communications, Energy and Paperworkers Union of Canada (CLC) (plant and maintenance employees) | 900 | Manufacturing |
|-----------------------|---|-----|---------------|

Services - Community, Business and Personal Services

| Company and Location | Union and Occupation | Number of Employees | Industry |
|---|--|---------------------|---------------|
| ONTARIO (continued) | | | |
| Carlton Cards Limited, Etobicoke and Brampton | Communications, Energy and Paperworkers Union of Canada (CLC) (production employees) | 650 | Manufacturing |
| Ford Electronics Manufacturing Corporation, Markham | Intl. Assn. of Machinists and Aerospace Workers (AFL-CIO/CLC) (production employees) | 1,500 | Manufacturing |
| Toronto Hydro, Toronto | Cdn. Union of Public Employees (CLC) (hourly-rated and salaried employees) | 1,600 | Utilities |
| Valumart and Independent Grocers, province-wide | United Steelworkers of America (AFL-CIO/CLC) (retail employees) | 1,010 | Trade |
| SASKATCHEWAN | | | |
| International Minerals and Chemical (Canada) Global Limited, Esterhazy | Communications, Energy and Paperworkers Union of Canada (CLC) (mine, office, clerical and mill employees) | 700 | Primary |
| SaskEnergy Inc., province-wide | Communications, Energy and Paperworkers Union of Canada (CLC) (office, clerical and field employees) | 760 | Utilities |
| SaskPower, province-wide | Communications, Energy and Paperworkers Union of Canada (CLC) (administrative services employees) | 640 | Utilities |
| BRITISH COLUMBIA | | | |
| Pacific Blue Cross, British Columbia Life and Casualty Company, Vancouver | Cdn. Union of Public Employees (CLC) (technical employees) | 530 | Insurance |
| MULTIPROVINCE | | | |
| Canadian Film and Television Production Association (Performers), system-wide | ACTRA Performers Guild (CLC) (performers) | 6,500 | Services |

| Company and Location | Union and Occupation | Number of Employees | Industry |
|----------------------|----------------------|---------------------|----------|
|----------------------|----------------------|---------------------|----------|

FEBRUARY 2001

QUEBEC

| | | | |
|---|--|-------|-----------------------|
| City of Montréal, Montréal | Cdn. Union of Public Employees (CLC) (inside employees) | 4,880 | Public Administration |
| Compagnie minière Québec Cartier, Lac-Jeannine, Mont-Wright, Port-Cartier and Fire Lake | United Steelworkers of America (AFL-CIO/CLC) (hourly-rated, office, clerical, plant and maintenance employees and security guards) | 2,130 | Primary |
| Restaurants Marie Antoinette inc., Quebec | United Steelworkers of America (AFL-CIO/CLC) (hotel or restaurant employees) | 600 | Services |

ONTARIO

| | | | |
|--|--|-------|-----------------------|
| Canadian Imperial Bank of Commerce (Visa Centre), Toronto | United Steelworkers of America (AFL-CIO/CLC) (office, clerical and technical employees) | 540 | Finance |
| Communications Security Establishment.DND, Ottawa | Public Service Alliance of Canada (CLC) (administrative services employees and foreign service officers) | 550 | Public Administration |
| General Electric Canada Inc., Pickering, Peterborough, Burlington and Pellet | Natl. Automobile, Aerospace, Transportation and General Workers Union of Canada (CAW-Canada) (plant and maintenance employees) | 1,000 | Manufacturing |

MANITOBA

| | | | |
|--|--|-----|----------------|
| MTS Communications Inc., province-wide | Telecommunications Employees Assn. of Manitoba (Ind.) (managers) | 630 | Communications |
|--|--|-----|----------------|

ALBERTA

| | | | |
|--|---|-----|---------------|
| Alberta Roadbuilders and Heavy Construction Association, province-wide | Intl. Union of Operating Engineers (AFL-CIO/CLC) (operating engineers) | 550 | Construction |
| Celanese Canada Inc., Clover Bar | Communications, Energy and Paperworkers Union of Canada (CLC) (plant and maintenance employees) | 510 | Manufacturing |

Services - Community, Business and Personal Services

| Company and Location | Union and Occupation | Number of Employees | Industry |
|-------------------------|-------------------------|------------------------|----------|
|-------------------------|-------------------------|------------------------|----------|

MARCH 2001

NEWFOUNDLAND

| | | | |
|---|--|-------|----------|
| Government of Newfoundland and Labrador, province-wide | Cdn. Union of Public Employees (CLC) (support employees) | 2,000 | Services |
| Government of Newfoundland and Labrador, province-wide | Newfoundland Assn. of Public Employees (CLC) (general services employees, service and maintenance employees) | 5,090 | Services |
| Government of Newfoundland and Labrador, province-wide | Newfoundland Assn. of Public Employees (CLC) (teaching assistants) | 780 | Services |
| Government of Newfoundland and Labrador (Hospital Support), province-wide | Newfoundland Assn. of Public Employees (CLC) (support employees and laboratory technicians) | 7,300 | Services |

PRINCE EDWARD ISLAND

| | | | |
|---|--|-------|-----------------------|
| Government of Prince Edward Island, province-wide | Prince Edward Island Union of Public Sector Employees (CLC) (inside and outside employees) | 1,700 | Public Administration |
| Health and Community Services Agency and Regional Health Authorities, province-wide | Cdn. Union of Public Employees (CLC) (non-medical employees) | 800 | Services |

NOVA SCOTIA

| | | | |
|--|---|-------|----------|
| Cape Breton-Victoria Regional School Board, Cape Breton Island | Cdn. Union of Public Employees (CLC) (support employees) | 900 | Services |
| Central Regional Health Board, province-wide | Natl. Automobile, Aerospace, Transportation and General Workers Union of Canada (CAW-Canada) (health service-non-professionals) | 1,500 | Services |
| Nova Scotia Association of Health Organizations, province-wide | Cdn. Union of Public Employees (CLC) (health and social care professionals) | 3,000 | Services |

| Company and Location | Union and Occupation | Number of Employees | Industry |
|---|--|---------------------|-----------------------|
| NOVA SCOTIA (continued) | | | |
| Nova Scotia Power Incorporated, province-wide | Intl. Brotherhood of Electrical Workers (AFL-CIO/CLC) (utility workers, service and maintenance employees) | 1,000 | Utilities |
| NEW BRUNSWICK | | | |
| Government of New Brunswick, province-wide | Cdn. Union of Public Employees (CLC) (general tradesmen and general services employees) | 2,510 | Services |
| QUEBEC | | | |
| Camco inc., Montréal | Communications, Energy and Paperworkers Union of Canada (CLC) (production employees) | 610 | Manufacturing |
| City of Montréal, Montréal | Syndicat des professionnelles et professionnels municipaux de Montréal (Ind.) (administrative services employees) | 550 | Public Administration |
| ONTARIO | | | |
| Atlas Speciality Steels, a Division of Atlas Steels Inc., Welland | Natl. Automobile, Aerospace, Transportation and General Workers Union of Canada (CAW-Canada) (plant and maintenance employees) | 740 | Manufacturing |
| Canadian Blood Services Centres, London, Ottawa, Toronto and Hamilton | Ontario Public Service Employees Union (CLC) (health service-non-professionals) | 600 | Services |
| City of Hamilton, Hamilton | Cdn. Union of Public Employees (CLC) (inside employees) | 1,170 | Public Administration |
| City of Hamilton, Hamilton | Cdn. Union of Public Employees (CLC) (outside employees) | 600 | Public Administration |
| Consumers Glass, Brampton | United Steelworkers of America (AFL-CIO/CLC) (plant and maintenance employees) | 550 | Manufacturing |
| Government of Ontario, province-wide | Assn. of Management, Administrative and Professional Crown Employees of Ontario (Ind.) (advisors and systems professionals) | 4,100 | Public Administration |

Services - Community, Business and Personal Services

| Company and Location | Union and Occupation | Number of Employees | Industry |
|--|--|---------------------|-----------------------|
| ONTARIO (continued) | | | |
| Government of Ontario, province-wide | Ontario Public Service Employees Union (CLC) (ambulance technicians) | 1,100 | Utilities |
| Hamilton Street Railway Company, Municipality of Hamilton-Wentworth and Hamilton | Amalgamated Transit Union (AFL-CIO/CLC) (operating and salaried employees) | 580 | Transportation |
| Lambton Hospital Group, Sarnia | Service Employees Intl. Union (AFL-CIO/CLC) (health service-non-professionals) | 600 | Services |
| Meritor Suspension Systems Company, Chatham and Milton | Natl. Automobile, Aerospace, Transportation and General Workers Union of Canada (CAW-Canada) (hourly-rated employees) | 510 | Manufacturing |
| Ontario Hospital Association, province-wide | Ontario Nurses' Assn. (Ind.) (nurses, part-time employees and para-medical technical employees) | 38,420 | Services |
| Ontario Hydro Services Company Inc., province-wide | Cdn. Union of Public Employees (CLC) (general tradesmen) | 4,000 | Utilities |
| Regional Municipality of Durham, Whitby | Cdn. Union of Public Employees (CLC) (service and maintenance employees) | 750 | Services |
| Regional Municipality of Durham, Whitby | Cdn. Union of Public Employees (CLC) (inside employees) | 760 | Public Administration |
| Regional Municipality of York, Newmarket | Cdn. Union of Public Employees (CLC) (inside employees) | 750 | Public Administration |
| Visiting Homemakers Association, Toronto | Service Employees Intl. Union (AFL-CIO/CLC) (non-medical employees) | 600 | Services |
| Windsor Casino Limited, Windsor | Natl. Automobile, Aerospace, Transportation and General Workers Union of Canada (CAW-Canada) (casino, office and clerical employees and security guards) | 3,100 | Services |

Services - Community, Business and Personal Services

| Company and Location | Union and Occupation | Number of Employees | Industry |
|---|---|---------------------|-----------------------|
| MANITOBA | | | |
| University of Manitoba, Winnipeg | University of Manitoba Faculty Assn. (Ind.) (professors and librarians) | 1,040 | Services |
| SASKATCHEWAN | | | |
| Extendicare (Canada) Inc., Regina, Moose Jaw and Saskatoon | Service Employees Intl. Union (AFL-CIO/CLC) (health service-non-professionals) | 580 | Services |
| Saskatchewan Association of Health Organizations, province-wide | Cdn. Union of Public Employees (CLC) (non-medical employees) | 12,000 | Services |
| Saskatchewan Association of Health Organizations, province-wide | Health Sciences Assn. of Saskatchewan (Ind.) (health and social care professionals) | 2,040 | Services |
| Saskatchewan Association of Health Organizations, province-wide | Service Employees Intl. Union (AFL-CIO/CLC) (service and maintenance employees) | 9,800 | Services |
| Saskatchewan Telecommunications, province-wide | Communications, Energy and Paperworkers Union of Canada (CLC) (telephone operators, office, clerical and technical employees) | 3,900 | Communications |
| ALBERTA | | | |
| Alberta Treasury Branches (Division Treasury Department-Government of Alberta), province-wide | Alberta Union of Provincial Employees (CLC) (administrative services employees) | 1,950 | Public Administration |
| Calgary Regional Health Authority, Calgary | Alberta Union of Provincial Employees (CLC) (non-medical employees) | 800 | Services |
| Calgary Regional Health Authority, Calgary | Cdn. Union of Public Employees (CLC) (health service-non-professionals) | 590 | Services |
| Calgary Regional Health Authority, Calgary | Cdn. Union of Public Employees (CLC) (non-medical employees) | 900 | Services |

Services - Community, Business and Personal Services

| Company and Location | Union and Occupation | Number of Employees | Industry |
|----------------------|----------------------|---------------------|----------|
|----------------------|----------------------|---------------------|----------|

ALBERTA (continued)

| | | | |
|---|---|--------|----------|
| Calgary Regional Health Authority, Calgary | Cdn. Union of Public Employees (CLC) (non-medical employees) | 700 | Services |
| Calgary Regional Health Authority, Calgary | Community Health Nurses Assn. (Ind.) (nurses) | 660 | Services |
| Calgary Regional Health Authority (Foothills Hospital), Calgary | Alberta Union of Provincial Employees (CLC) (non-medical employees) | 2,200 | Services |
| Canada Safeway Limited, Northern | United Food and Commercial Workers Intl. Union (AFL-CIO/CLC) (retail employees) | 650 | Trade |
| Canada Safeway Limited, Southern | United Food and Commercial Workers Intl. Union (AFL-CIO/CLC) (retail employees) | 650 | Trade |
| Canada Safeway Limited, province-wide | United Food and Commercial Workers Intl. Union (AFL-CIO/CLC) (retail employees) | 9,200 | Trade |
| Capital Care Group, Edmonton | Cdn. Union of Public Employees (CLC) (health service-non-professionals) | 980 | Services |
| Continuing Care Employers Association, province-wide | United Nurses of Alberta (Ind.) (nurses) | 500 | Services |
| Provincial Health Authorities of Alberta, province-wide (excl. Calgary) | Cdn. Union of Public Employees (CLC) (office, clerical, technical, service and maintenance employees) | 1,150 | Services |
| Provincial Health Authorities of Alberta, province-wide | United Nurses of Alberta (Ind.) (nurses) | 17,850 | Services |

BRITISH COLUMBIA

| | | | |
|--|---|-----|-----------|
| British Columbia Gas Utility Ltd., province-wide | Intl. Brotherhood of Electrical Workers (AFL-CIO/CLC) (utility workers) | 650 | Utilities |
| Capilano College, North Vancouver | Capilano College Faculty Assn. (Ind.) (instructors/tutors/lecturers) | 560 | Services |

Services - Community, Business and Personal Services

| Company and Location | Union and Occupation | Number of Employees | Industry |
|---|---|---------------------|-----------------------|
| BRITISH COLUMBIA (continued) | | | |
| Government of British Columbia, province-wide | British Columbia Government and Service Employees' Union (CLC) (all categories) | 30,000 | Public Administration |
| Government of British Columbia, province-wide | Professional Employees Assn. (Ind.) (scientific and other professionals) | 1,750 | Public Administration |
| Health Employers Association of British Columbia, province-wide | British Columbia Nurses' Union (CLC), Health Sciences Assn. of British Columbia (CLC) and Union of Psychiatric Nurses (CLC) (nurses) | 26,000 | Services |
| Health Employers Association of British Columbia, province-wide | Cdn. Union of Public Employees (CLC), British Columbia Government and Service Employees' Union (CLC) and various construction unions (non-medical employees) | 42,000 | Services |
| Health Employers Association of British Columbia, province-wide | Cdn. Union of Public Employees (CLC), United Food and Commercial Workers Intl. Union (AFL-CIO/CLC) and British Columbia Government and Service Employees' Union (CLC) (non-medical employees) | 7,580 | Services |
| Health Employers Association of British Columbia, province-wide | Health Sciences Assn. of British Columbia (CLC) and British Columbia Government and Service Employees' Union (CLC) (para-medical professional employees) | 10,100 | Services |
| Kwantlen University College, Surrey | Kwantlen University College Faculty Assn. (Ind.) (instructors/tutors/lecturers) | 520 | Services |
| Post-Secondary Employers' Association, province-wide | British Columbia Government and Service Employees' Union (CLC) and various faculty associations (post-secondary, non-university teachers) | 8,000 | Services |
| TransLink, Vancouver and Victoria | Independent Canadian Transit Union (CCU) (bus drivers and mechanics) | 3,100 | Transportation |

Services - Community, Business and Personal Services

| Company and Location | Union and Occupation | Number of Employees | Industry |
|----------------------|----------------------|---------------------|----------|
|----------------------|----------------------|---------------------|----------|

BRITISH COLUMBIA (continued)

| | | | |
|---|--|-----|----------|
| Vancouver Community College, Vancouver | Vancouver Community College Faculty Assn. (Ind.) (instructors/ tutors/lecturers) | 650 | Services |
|---|--|-----|----------|

MULTIPROVINCE

| | | | |
|---|--|-------|----------------|
| Canada Post Corporation, Canada-wide | Assn. of Postal Officials of Canada (Ind.) (postal supervisors) | 3,000 | Communications |
| NAV CANADA, Canada-wide | Canadian Air Traffic Control Assn. (Ind.) (air traffic controllers) | 2,200 | Transportation |

Services - Community, Business and Personal Services

The full 2001 Calendar of Major Collective Agreement Expiries and Reopeners will soon be available on the Workplace Information Directorate Web site at:

<http://labour-travail.hrdc-drhc.gc.ca/doc/wid-dimt/eng/expreo.cfm>

WORKPLACE INFORMATION DIRECTORATE

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Human Resources Development Canada*

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SELECTED PROVISIONS IN MAJOR COLLECTIVE AGREEMENTS*

Day-Care Provisions in Major Collective Agreements in Canada in June 1988 and January 1998

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Introduction

This article is the third in a series of four articles dealing with provisions which help workers balance their work and family responsibilities and outlines the incidence of day-care provisions in major collective agreements in Canada, in force in June 1988 and January 1998.

According to the Canadian National Child Care Study,¹ "employers and public policy makers are showing increased interest in strategies that may alleviate the strains associated with balancing work and family life. "Family-friendly" benefits and practices, such as flextime, family-related leave, and workplace child care facilities, may help employees balance their paid work and family responsibilities more effectively."

Firstly, we provide an overall statistical description of how day-care provisions contained in collective agreements have evolved during the periods examined, and then present a statistical analysis broken down by the major industry sectors. We then conclude with some examples of innovative practices contained in selected recently ratified agreements in Canada.

All Sectors

There were 1,108 major collective agreements in Canada in 1988, covering 2,444,938 workers, as compared to 984 collective agreements covering 2,216,316 workers in 1998. In general, between 1988 and 1998, there was very little change in the number

of workers covered by day-care provisions. In fact, in 1988, only 2.8 per cent of the workers covered by major collective agreements were entitled to a day-care provision, compared with 5.8 per cent in January 1998. In addition, 97.2 per cent of workers in 1988 and 94.2 per cent of the workers in 1998 were not covered by this type of provision.

Major Industry Sectors

It is noteworthy that, both in 1988 and 1998, the following major industries did not have any provisions for day-care in their collective agreements: primary, construction, and finance, insurance and real estate.

Manufacturing

From 1988 to 1998, the number of collective agreements in this sector dropped slightly from 273 collective agreements covering 367,529 workers in 1988 to 208 collective agreements covering 251,129 workers in 1998.

However, during this period, there was a considerable increase in the proportion of workers covered by provisions of day-care benefits. Whereas only 7.2 per cent of the workers were entitled to such provisions in 1988, this proportion increased to 20.6 per cent in 1998. Finally, a large proportion of employees (92.8 per cent) in 1988 were not covered by this type of provision compared to 79.4 per cent in 1998.

* Major collective agreements are those covering 500 or more workers.

¹ Canadian National Child Care Study: Workplace Benefits and Flexibility: A Perspective on Parent's Experiences. Statistics Canada, 1993, Cat. No. 89-530E.

Transportation, Communications and Other Utilities

From 1988 to 1998, there was a slight drop in the number of collective agreements in this sector, from 145 in 1988 covering 361,207 workers to 126 in 1998 covering 320,058 workers.

However, during this period there was a definite improvement in the number of collective agreements providing day-care provisions. In fact, in 1988, none of the major collective agreements in this sector included a provision for day-care compared to three agreements in 1998 which did, covering 17.5 per cent of the workers. Nonetheless, 82.5 per cent of the workers were not covered by this type of benefit in 1998.

Community, Business and Personal Services

While the number of workers covered by collective agreements in this sector increased from 1988 to 1998, there was virtually an identical number of collective agreements in each of these years, 351 covering 824,128 workers in 1988 and 352 covering 904,624 workers in 1998.

Similarly, the percentage of workers in this sector receiving day-care benefits was virtually the same in these two years, also 1.3 per cent in 1988 and 1.5 per cent in 1998. Therefore, a large proportion of workers in this sector were not covered from a day-care provision: 98.7 per cent in 1988 and 98.5 per cent in 1998.

Public Administration

The statistics show a slight decrease in the number of collective agreements in the public administration sector between 1988 and 1998, and a considerable drop in the number of workers covered. In 1988, there were 153 collective agreements in this sector covering 488,980 workers compared to 129 collective agreements covering 368,436 workers in 1998.

The proportion of workers in this sector covered by a day-care provision also dropped slightly during this period, going from 6.4 per cent in 1988 to 2.0 per cent in 1998. A very high proportion of public administration workers were not covered by a day-care provision: 93.6 per cent in 1988 and 98 per cent in 1998.

Examples of Innovative Practices

The agreements between Ford Motor Company of Canada Ltd., General Motors of Canada Ltd., Daimler Chrysler and the National Automobile, Aerospace, Transportation and General Workers Union of Canada include the introduction of a childcare fund to which an amount of \$150,000 will be contributed to help existing childcare centres broaden their services to better meet the needs of their employees such as extended-hour care. Also, employees are entitled to a childcare supplement of up to \$10 per day per child, up to \$2,000 per year per child five years old and younger, whether in full-time, part-time, group, or in-home care.

Under the collective agreement between Canada Post Corporation and the Canadian Union of Postal Workers, the employer contributes \$225,000 to a child day-care fund as of April 1, 2000, \$235,000 as of April 1, 2001, and \$250,000 as of April 1, 2002.

In the agreement between the Government of the Northwest Territories and the Union of Northern Workers, the employer commits \$50,000 towards a joint study on the lack of child care facilities and the resultant creation of employment barriers.

The employees of the Windsor Casino represented by the National, Automobile, Aerospace, Transportation and General Workers Union of Canada have access to a day-care centre in the workplace as of April 1, 1999. The employer further agrees to facilitate the operating costs of the child care facility through the contribution of 2¢ per straight-time hour worked by bargaining unit employees.

Conclusion

Generally, we have concluded that there has been very little change in day-care provisions found in major collective agreements in Canada. There has however been significant improvement in both the manufacturing and the transportation, communication and other utilities sectors. It will be interesting to analyze future agreements to determine the extent to which they accommodate this whole phenomenon of work and family balance. In order to remain competitive, organizations will have to adapt to this reality by introducing new innovative approaches that will enable their employees to achieve balance between their work and family responsibilities.

WORK STOPPAGES – 2000 AND CHRONOLOGICAL PERSPECTIVE

*Work Stoppages, Labour Organizations and Collective Agreement Analysis Section
Workplace Information Directorate
Labour Program, Human Resources Development Canada*

Major Work Stoppages (500 or more workers)

Summary

Two strikes in British Columbia accounted for 93 per cent of the person-days not worked in the third quarter of 2000 due to major work stoppages in Canada. Approximately 11,500 Industrial Wood and

Allied Workers in the forestry services industry accounted for 46,500 person-days not worked while 2,000 Hotel and Restaurant Employees Union with the Greater Vancouver Hotel Employers' Association estimated another 32,500 person-days

Table A
Work Stoppages by Jurisdiction
Third Quarter 2000

| Jurisdiction | Cumulative to September 30, 2000 | | |
|----------------------------------|----------------------------------|------------------|------------------------|
| | Stoppage | Workers Involved | Person-Days Not Worked |
| Newfoundland | - | - | - |
| Prince Edward Island | - | - | - |
| Nova Scotia | - | - | - |
| New Brunswick | - | - | - |
| Quebec | - | - | - |
| Ontario | - | - | - |
| Manitoba | - | - | - |
| Saskatchewan | - | - | - |
| Alberta | 1 | 500 | 3,000 |
| British Columbia | 3 | 14,430 | 79,810 |
| Multiprovince | - | - | - |
| Total Provinces | 4 | 14,930 | 82,810 |
| <i>Canada Labour Code-Part I</i> | 1 | 1,400 | 2,650 |
| Federal Administration | - | - | - |
| Federal Total | 1 | 1,400 | 2,650 |
| Total | 5 | 16,330 | 85,460 |

Source: Workplace Information Directorate

Table B
Work Stoppages by Industry
Third Quarter 2000

| Industries | Cumulative to September 30, 2000 | | |
|---|----------------------------------|------------------|------------------------|
| | Stoppage | Workers Involved | Person-Days Not Worked |
| Primary Industries | 1 | 11,630 | 46,510 |
| Manufacturing | 1 | 500 | 13,000 |
| Construction | - | - | - |
| Transportation, Communication and Other Utilities | 1 | 1,400 | 2,650 |
| Trade and Finance | - | - | - |
| Community, Business and Personal Services | 1 | 2,000 | 32,500 |
| Public Administration | 1 | 800 | 800 |
| Various Industries | - | - | - |
| Total | 5 | 16,330 | 85,460 |

Source: Workplace Information Directorate

Work Stoppages (one or more workers)

Table C

Work Stoppages by Jurisdiction Second Quarter 2000

Cumulative to June 30, 2000

| Jurisdiction | Stoppage | Workers Involved | Person-Days Not Worked |
|---------------------------|------------|---------------------|---------------------------|
| Newfoundland | 9 | 2,069 | 15,350 |
| Prince Edward Island | - | - | - |
| Nova Scotia | 4 | 224 | 9,135 |
| New Brunswick | 2 | 460 | 9,020 |
| Quebec | 85 | 6,865 | 167,855 |
| Ontario | 79 | 31,270 | 285,120 |
| Manitoba | 4 | 206 | 16,702 |
| Saskatchewan | 2 | 208 | 6,920 |
| Alberta | 6 | 7,616 | 47,518 |
| British Columbia | 29 | 39,267 | 152,526 |
| Multiprovince | 1 | 84 | 2,440 |
| Total Provinces | 221 | 88,269 | 712,586 |
| Canada Labour Code-Part I | 7 | 4,346 | 70,750 |
| Federal Administration | - | - | - |
| Federal Total | 7 | 4,346 | 70,750 |
| Total | 228 | 92,615 | 783,336 |

Source: Workplace Information Directorate

Table D

Work Stoppages by Industry Second Quarter 2000

Cumulative to June 30, 2000

| Industries | Stoppage | Workers Involved | Person-Days Not Worked |
|---|------------|---------------------|---------------------------|
| Primary Industries | 10 | 14,805 | 85,785 |
| Manufacturing | 88 | 12,769 | 232,726 |
| Construction | 3 | 265 | 5,390 |
| Transportation, Communication and Other Utilities | 18 | 3,897 | 53,672 |
| Trade and Finance | 31 | 1,494 | 48,100 |
| Community, Business and Personal Services | 63 | 42,206 | 247,063 |
| Public Administration | 15 | 17,179 | 110,600 |
| Various Industries | - | - | - |
| Total | 228 | 92,615 | 783,336 |

Source: Workplace Information Directorate

A weekly listing of major work stoppages in Canada and a full chronological perspective are available on the Workplace Information Directorate Web site at:

<http://labour-travail.hrdc-drrhc.gc.ca/doc/wid-dimt/eng/>

Table E
Work Stoppages – A Chronological Perspective

| Period | Number beginning year or month | in existence during year or month* | | | % of Estimated working time |
|-----------|--------------------------------------|------------------------------------|---------------------|---------------------------|--------------------------------|
| | | Total Number | Workers involved | Person-days not worked | |
| 1990 | 519 | 579 | 270,471 | 5,079,190 | 0.17 |
| 1991 | 399 | 463 | 253,334 | 2,516,090 | 0.09 |
| 1992 | 353 | 404 | 149,940 | 2,110,180 | 0.07 |
| 1993 | 323 | 381 | 101,784 | 1,516,640 | 0.05 |
| 1994 | 312 | 374 | 80,856 | 1,606,580 | 0.06 |
| 1995 | 282 | 328 | 149,159 | 1,583,061 | 0.05 |
| 1996 | 297 | 330 | 281,816 | 3,351,820 | 0.11 |
| 1997 | 229 | 284 | 257,664 | 3,610,206 | 0.12 |
| 1998 | 341 | 381 | 244,402 | 2,443,876 | 0.08 |
| 1999 | 358 | 413 | 158,612 | 2,445,741 | 0.08 |
| <hr/> | | | | | |
| 1999 | | | | | |
| June | 41 | 108 | 17,862 | 193,260 | 0.07 |
| July | 27 | 99 | 21,024 | 301,245 | 0.11 |
| August | 27 | 94 | 11,884 | 176,835 | 0.07 |
| September | 31 | 102 | 16,464 | 169,765 | 0.06 |
| October | 27 | 95 | 10,601 | 122,340 | 0.05 |
| November | 32 | 92 | 15,506 | 153,900 | 0.06 |
| December | 30 | 94 | 16,774 | 114,994 | 0.04 |
| <hr/> | | | | | |
| 2000 | | | | | |
| January | 27 | 85 | 23,140 | 145,744 | 0.06 |
| February | 26 | 84 | 11,821 | 72,070 | 0.03 |
| March | 30 | 88 | 35,523 | 162,833 | 0.06 |
| April | 35 | 92 | 24,452 | 153,301 | 0.06 |
| May | 28 | 91 | 13,770 | 109,723 | 0.04 |
| June | 24 | 94 | 22,836 | 139,665 | 0.05 |

* Refers to work stoppages which began during the year or month as well as those carried over from the previous year or month.

Source: Workplace Information Directorate

TECHNICAL NOTES

Data on work stoppages collected by the Workplace Information Directorate of the Labour Program of Human Resources Development Canada covers strikes and lockouts which amount to ten or more person-days lost.

A strike is a concerted work stoppage by a group of employees which is done in order to bring about a change in an employer's position, and it occurs during the negotiating process. A legal strike is one that respects all the conditions mandated by law, most notably that the strike is taking place during negotiations. A strike will be declared illegal if it does not respect the applicable laws. A lockout occurs when work is suspended by the employer or a group of employers in order to pressure employees to change their position, and a lockout must also occur during the negotiating process.

Developments leading to work stoppages are sometimes too complex to make it practicable to distinguish between strikes on the one hand and lockouts on the other.

The major characteristics of work stoppages on which information is gathered are:

Employer – Firm or firms employing the workers reported on strike or locked out.

Location – Location of the plant or premises at which the work stoppage occurred.

Industry – Industry of employer according to the Standard Industrial Classification, Statistics Canada (Revised 1970).

Union – The workers' organization(s) directly involved or concerned in the dispute that led to work stoppage.

Workers Involved – The total number, or approximate total number, of workers reported on strike or locked out, whether or not they all belonged to the union directly involved in the dispute that led to work stoppage. Where the number of workers involved varied in the course of the stoppage, the maximum number is used in tabulating annual or other totals. (Where a stoppage commenced in a previous year, the maximum number during the whole stoppage is

the number used). Monthly totals are similarly based on the highest figures but allowance is made for changes reported in stoppages extending over two or more months. The total number of workers shown may include the same workers more than once if they are involved in more than one work stoppage during the year (or other reference period). Workers indirectly affected, such as those laid off as a result of a work stoppage, are not included in the data on workers involved.

Starting Date – The day on which the work stoppage began.

Termination Date – For work stoppages that are terminated by mutual agreement, the termination date is the day on which work was resumed. Where normal operations could not be resumed shortly after the employees agreed to return, the day on which they were available for work is regarded as the termination date. Some work stoppages are never formally settled, and this presents statistical difficulties. In such a case, the stoppage is usually considered terminated for statistical purposes, at the date by which it was established that two-thirds or more of the workers involved had either returned to work, or had found work with other employers; or the date by which it was reported that the operations affected by the work stoppage would not be resumed.

Duration – The duration of each stoppage is calculated in terms of working days, including the starting date and all subsequent normal working days up to the termination date. The days counted as working days are those on which the establishment involved would normally be in operation (five days per week).

Duration in Person-Days – Duration in working days multiplied by the number of workers involved. For work stoppages involving establishments in which the number of weekly working days (see Duration above) exceeds the work week of individual employees, the duration in person-days is adjusted by the appropriate ratio. Variations in the number of workers involved in the course of a stoppage are also taken into account in the calculation as far as practicable. The data on duration of work stoppages in person-days are provided to facilitate comparisons of work stoppages in terms of a common denominator; they are not intended as a

measure of the loss of production time to the economy. The expression "Time loss" is occasionally used instead of "duration in person-days". The term most commonly used is person-days not worked due to the duration in person-days of all work stoppages in a year is also shown as a percentage of estimated working time based on estimates of the number of non-agricultural paid workers in Canada obtained from the Labour Force Survey of Statistics Canada.

Jurisdiction – Statistics on work stoppages are also classified according to jurisdiction. This is done on the basis of the government and those businesses

covered by Part 1 of the *Canadian Labour Code* whose industrial relations statistics are applicable to the establishment involved in the dispute. (The tabulation of statistics on work stoppages by jurisdiction corresponds to a tabulation by province, except where the Federal jurisdiction is involved.)

The data reflect all work stoppages that have come to the notice of Workplace Information Directorate, and meet the criteria defined above, e.g., minimum person-days. The methods used to secure this information are believed to be adequate to preclude the possibility of major omissions.

SECTION 3

INNOVATIVE WORKPLACE PRACTICES

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This overview of innovative practices is based on a summary of 92 collective agreements that were ratified from April to July 2000. Of these agreements, 39 contain at least one feature that is either innovative or especially interesting. In particular, 33 of the agreements provide for the setting up of one or more joint committees to deal with a range of issues.

Agreement Duration

A little more than half (48 agreements) are for 36 or 48 months (29 and 19 respectively). In the case of the 44 other agreements, the periods covered range from **12 to 72 months**. The two longest contracts of 72 months, or 6 years, are between Kruger Paper in Trois Rivières, Québec, and the Communications, Energy and Paperworkers Union of Canada, and between the Loblaws supermarkets and SuperCentre stores in Ontario and the United Food and Commercial Workers International Union. The former agreement was made retroactive to May 1998 and will stay in force until April 2004, while the latter runs until July 2006. Of the 5 other agreements for 5 or more years, only one is in effect until 2005 – the contract between Transport Cabano-Kingsway Inc. and the International Brotherhood of Teamsters.

A First Collective Agreement

Following certification in April 1997, bargaining started between the University of Ottawa and Local 2626 of the Canadian Union of Public Employees. This local represents students employed by the university as teaching and research assistants, tutors, markers, lab instructors and so on. This first agreement, for a five-year period, was ratified in May 2000 and will run until August 31, 2002. The new agreement provides for full-time union leave, paid leave to attend conferences, public and personal holidays, sick leave, parental and maternity leave, and an optional benefits package. The agreement also provides for opportunities for cost-free participation in various training workshops

as well as in one non-program course, and average annual pay increases of 2.95 per cent over the five years.

Joint Committees

There is an increasing trend in the agreements surveyed to set up joint labour-management committees.

For example, agreements signed between INCO and Locals 6200 and 6500 of the United Steelworkers of America, provide for the setting up an outsourcing steering committee **allocated to reducing the current level of outsourcing with its related costs**. In the wake of the amalgamation of cities in the Toronto area, the four new collective agreements between the City of Toronto and the Canadian Union of Public Employees, Local 79, contain several clauses related to establishing committees. These new committees include: a committee **to maintain municipal services** by assessing the feasibility of reassigning to unionized workers, the work that is currently contracted-out; an "ad hoc" harmonization committee, to be formed within 30 days of contract ratification responsible **for restructuring the existing job classification system** and implementing a mechanism to determine the salary levels for the modified classifications; and a labour-management committee to act as a forum **for exchanging ideas and making recommendations on various issues**.

During bargaining between the Thames Valley District School Board in London, Ontario, and the Canadian Union of Public Employees, Local 4222C, both sides agreed to set up a committee **to develop a fair, coherent code of practice to enable employees with disabilities**, regardless of the nature of the disability, to return to work quickly and safely. The committee is mainly responsible for identifying suitable jobs or ones that could be modified to accommodate the abilities of the workers concerned. Finally, several agreements now contain either a provision or a letter of agreement referring to setting up committees to deal

with issues such as **classification, training, and the assessment of benefit packages**. One of these, between the City of Winnipeg and the Canadian Union of Public Employees, Local 500, deals with implementing a committee **to look into introducing benefits for part-time employees**.

Labour Relations

The agreement between the Ontario Council of Teaching Hospitals and the Professional Association of Interns and Residents of Ontario, contains a **new clause dealing with the arbitration and grievance procedures**. From now on, most grievances (except for dismissals or when the parties decide otherwise) will be heard by a single arbitrator, who will, at the request of one of the parties, act as a mediator-arbitrator. In addition, a provincial committee will be formed to quickly settle grievances resulting from the new provision specifying the maximum number of nights and weekends residents would be "on call."

In other developments, John Deere Works in Welland, Ontario, and Local 275 of the Canadian Auto Workers Union **entered into early negotiations** and settled an agreement effective from October 2001 to September 2004. The newly negotiated agreement extends the company's commitment to continue operations and stay competitive and confirms the construction of an in-plant painting facility, rather than have this work contracted-out, as the company had originally intended. In Alberta, paramedics, who had been previously organized into four bargaining units, signed, for the first time, a joint agreement (Provincial Health Authorities of Alberta and the Health Sciences Association of Alberta). In British Columbia, also for the first time, support and technical services employees at 11 colleges in the province agreed to negotiate a **multi-institutional frame work agreement** dealing with matters such as pay, contracting-out, job security

and flexibility (Post-Secondary Employers' Association and the Colleges and Institutes Support Staff Bargaining Association).

Compensation and Working Conditions

Finning International's Finning division in British Columbia and the Yukon and Local 692 of the International Association of Machinists and Aerospace Workers have agreed in a letter of understanding to establish a **job retention program that is designed to mitigate the effects of fluctuating demand**. The program allows employees to accumulate a total of up to 240 hours of overtime, regular hours, annual holidays or sick leave to compensate for slack work periods or possible layoffs. This "bank" of work time can be taken in 120-hour blocks and can only be used to avoid being laid off. During these "leave" periods, the employees concerned are able to receive their normal hourly pay rate plus a 5.0 per cent bonus for each hour of leave.

The latest INCO agreement introduces a **new pay scheme based on the company's revenues** which replaces the previous bonus system that was linked to the price of nickel. For each quarter in which the company's operating profit reaches \$10 million US, the company's employees will receive a bonus of 25¢ per hour, plus a further 2.5¢ per hour for every million dollars of additional profit. This scheme should translate into higher pay for the workers, does not have an upper limit and is separate from other company's divisions.

Finally, both the agreement between the City of Calgary and the Canadian Union of Public Employees, Local 38 and between the Government of Manitoba and its employees' union, introduce a new provision dealing with **teleworking**. The agreement between the Waterloo Regional Police Commission and the Waterloo Regional Police Association introduces **three new personal leave provisions** concerning paternity, adoption and marriage.

SELECTION OF RECENT CHANGES IN CANADIAN LABOUR LAWS

Adopted Bills, Regulations and Other Statutory Instruments

*Michel Gauvin and Denis Dupont
Strategic Policy and International Labour Affairs
Labour Program, Human Resources Development Canada*

Manitoba: *The Labour Relations Amendment Act (2)*; Bill 44, Assented to August 18, 2000

This Act, which came into force on October 17, 2000, brought a number of changes to *The Labour Relations Act*. The most important of these amendments are as follows:

Interim Certification

The Manitoba Labour Board is now authorized to certify a union on an interim basis when it is satisfied that any dispute about the composition of a proposed bargaining unit cannot affect the union's right to certification.

Representation Votes

Under previous provisions, when the Board received an application for certification, it ordered a representation vote if the union demonstrated that it had the support of 40 per cent or more of the employees in the proposed unit. The new legislation requires a representation vote if the union demonstrates that at least 40 per cent but fewer than 65 per cent of the employees in the unit support the union. If 65 per cent or more are in support, the Board grants certification without a vote provided that the employees expressed their wishes freely and were not intimidated or coerced into supporting the union.

Last Offer Votes

A provision of the previous law allowed an employer to request a vote of the employees to determine whether they accepted or rejected the employer's last offer. That provision was repealed, and the Minister of Labour has the power to order such a vote at any time before or during a strike or lockout instead of only after a strike or lockout has commenced, where it is deemed to be in the public interest.

Union Dues Used for Political Purposes

Section 76.1 of the *Act* was repealed. That section required a union to consult with each employee in a unit it represents about whether they wish their union dues to be used for political purposes, and allowed an employee objecting to such use to direct that the amount of his/her union dues proposed to be used for political purposes be remitted to a registered charity.

Settlement of Second or Subsequent Collective Agreements

Where a collective agreement has expired, a strike or lockout has continued for at least 60 days, conciliation or mediation has been utilized for at least 30 days during the strike or lockout, and no settlement has been reached, the employer or the bargaining agent may apply to the Manitoba Labour Board to have the collective agreement settled by the Board or, if the parties agree, by a single arbitrator that the parties must name.

Prior to initiating this settlement process, the Board must inquire into the negotiations between the parties to determine whether they have been negotiating in good faith and whether or not they are likely to conclude a collective agreement if bargaining continued for an additional period of time. The Board may delay its decision to initiate the settlement process until it is satisfied that the party requesting this process has bargained sufficiently and seriously.

A collective agreement settled by an arbitrator or the Board under these provisions is effective for a period of one year following the expiry date of the previous agreement, or for any longer period the parties agree to.

The Minister of Labour must request the Manitoba Labour Management Review Committee to review the operation of the provisions dealing with this settlement process at least once every 24 months and provide a report to the Minister on their findings. Such a report is tabled in the Legislative Assembly as soon as possible after it has been received.

Reinstatement After a Strike or Lockout

A provision was amended to clarify that employees have the right to be reinstated following a strike or lockout, but that an employer may refuse to reinstate an employee if he/she demonstrates to the satisfaction of the Board that the conduct of the employee related to the strike or lockout resulted in a conviction under the *Criminal Code of Canada* and that the refusal to reinstate was for just cause even in the context of a strike or lockout.

Appointment of Mediators

The *Act* was amended to take into account situations where the parties jointly request the appointment of a mediator, but do not name a particular person to be appointed. In such cases, the Minister will appoint the mediator. Also, the Minister may appoint a mediator if only one party makes such a request.

Expedited Grievance Mediation/Arbitration

An amendment permits a bargaining agent to refer a grievance to the Board so that it be dealt with in accordance with the expedited grievance mediation/arbitration procedure provided in the *Act*. Previously, a bargaining agent could use this procedure only for dismissals, suspensions exceeding 30 days and other matters that the Board considered to be of an exceptional nature.

Financial and Compensation Statements

The requirement for unions to file audited financial and compensation statements with the Manitoba Labour Board was repealed. In its place, the *Act* requires a union, at the request of a member, to give the member a copy of its annual financial statement.

British Columbia: Amendment to the *Employment Standards Regulation* under the *Employment Standards Act*; British Columbia Regulation 307/2000

By virtue of a regulatory amendment, the Government of British Columbia has increased the general minimum wage rate from \$7.15 to \$7.60 per hour as of

November 1, 2000. The amendment provides for a second minimum wage rate increase from \$7.60 to \$8 per hour effective November 1, 2001.

Other minimum wage rates are affected. Thus, the minimum daily wage for a live-in home support worker was increased from \$71.50 to \$76.00 on November 1, 2000, followed by an increase to \$80.00 on November 1, 2001; the minimum wage for a live-in camp leader was increased from \$57.20 to \$60.80 per day or part of day on November 1, 2000, followed by an increase to \$64.00 on November 1, 2001.

Also, for a resident caretaker of an apartment building containing 9 to 60 suites, the minimum rate was increased from \$429 to \$456 a month (plus \$18.30 instead of \$17.20 for each suite) or \$1,554.00 instead of \$1,461.00 a month for 61 suites or more starting on November 1, 2000, and from November 1, 2001, the corresponding increased rates will be \$480 a month (plus \$19.25 for each suite) or \$1635 a month for 61 suites or more. Finally, proportional two-step increases, to occur on November 1, 2000 and November 1, 2001, apply to farm workers employed on a piece-work basis who hand harvest certain fruit, vegetable, berry and flower crops.

Quebec: Announcement concerning amendments to the *Regulation respecting labour standards* under the *Act respecting labour standards*; Press release issued on October 12, 2000 by the Department of Labour

The Government of Quebec has announced an increase in the minimum wage. Effective February 1, 2001, the general minimum wage will increase from \$6.90 to \$7.00 per hour, and the hourly rate payable to employees who usually receive gratuities will increase from \$6.15 to \$6.25. Effective on the same date, the minimum wage payable to domestic workers who reside in their employer's home will increase from \$271 to \$280 per week.

For additional information on recently adopted or proposed changes to Canadian Labour Laws, please visit the Labour Program Web site at:

<http://labour.hrdc-drhc.gc.ca/>

and click on "Canadian Labour Law Information".

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The Workplace Information Directorate is your source for up-to-date, customized information on industrial relations and collective bargaining.

By meeting your specific research needs, we can assist you in preparing for the resolution of issues at the bargaining table. We can also help you keep abreast of developments in the industrial relations field through our information service and publications. Our resources are used by negotiators, researchers, economists, consultants, journalists, teachers and many others.

Wage Settlements Bulletin

A monthly publication providing the most up-to-date information and analysis of major wage developments in collective bargaining in Canada. The Bulletin is a valuable and recognized reference source providing statistical and analytical information illustrated with useful charts and tables on recent wage developments in Canada. The aggregate data and details are published in the following groupings: public and private sectors, regions and jurisdictions, and major industry groups. Annual subscription: Canada, \$200 plus 7% GST (\$214); other countries, U.S. \$200. (Available by fax or by mail).

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A quarterly publication providing data on wage adjustments from major collective bargaining settlements by public and private sectors, by region, by jurisdiction and by major industry; detailed analysis of selected provisions in major agreements; information on innovative workplace practices in Canada resulting from collective bargaining; a quarterly calendar of major collective agreement expiries and reopeners; and, a chronological perspective on work stoppages in Canada. It also features articles or case studies on pertinent industrial relations matters. Annual subscription: Canada, \$125 plus 7% GST (\$133.75); other countries, U.S. \$125.

Collective Bargaining Bulletin

A monthly publication containing timely information based on recently signed major collective agreements in Canada. The publication focuses on summaries of changes to wages and benefits in selected settlements, the status of key negotiations as well as data on work stoppages in Canada. In addition, a listing of formal and up-to-date reports of major settlements is provided and copies are available by calling the Workplace Information Directorate at 1-800-567-6866 or (819) 997-3117. Annual subscription: Canada, \$50 plus 7% GST (\$53.50); other countries, U.S. \$50.

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